

THE FIRST IMPRESSION MATTERS: A LITERATURE REVIEW

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Abstract

This paper provides a comprehensive review of the literature on employee onboarding, focusing on the role of onboarding in improving employee retention and performance. The research question guiding this review is: "What do studies and trends in literature reveal about onboarding's impact on employee retention and performance?" We begin by defining employee onboarding and its goals. The second section provides a presentation on the importance of employee onboarding. Then, we explore different onboarding techniques, models, and frameworks related to onboarding. We further delve into why employee onboarding is vital and its benefits, including the direct benefits of sound onboarding practices and team learning as an indirect benefit. Lastly, we discuss the evolving landscape of remote onboarding. Overall, this review provides a comprehensive overview of employee onboarding and synthesizes the existing literature on the subject.

Keywords

best practices; employee onboarding; organizational culture; remote onboarding; retention

Introduction

In today's rapidly evolving workplace landscape, the process of onboarding employees has taken on paramount significance. Employee onboarding, often referred to as the "first impression" (Borman et al., 2003) an organization makes on its new hires, plays a pivotal role in shaping the success and retention of talent. The dynamics of the modern workplace, marked by increased globalization, technological advancements, and shifts toward remote and hybrid work models, have brought about new challenges and opportunities in the realm of onboarding. To effectively navigate these changes, organizations need to stay abreast of the latest trends, best practices, and research findings in the field of onboarding. This paper explores the main discoveries and emerging patterns within the literature concerning the impact of onboarding on enhancing employee retention and performance. The following paragraphs detail the main results in the literature concerning the following topics: What is employee onboarding? Definitions, Goals, and Context Employee Onboarding: Why is it Important? How is employees' onboarding performed? Techniques, models, and

frameworks: What are the benefits of employees' onboarding? Direct and indirect benefits of Remote Onboarding.

Methodology

The methodology for this study involved a comprehensive literature review of existing research on employee onboarding and its impact on employee retention and performance. The literature was collected from academic journals, books, reports, and reputable online sources related to HR practices, onboarding, and organizational behavior. The articles and sources included in the review were selected based on their relevance to the topic, publication date (up to 2023), and source credibility. Data for this literature review was gathered through systematic searches of academic databases and digital libraries, ensuring comprehensive coverage of relevant literature, which involved using relevant keywords such as "employee onboarding," "retention," "performance," "onboarding techniques," and "remote onboarding" to identify relevant sources. Key findings, trends, and concepts from each selected source were extracted and organized in the introduction section according to the identified topics. The literature included in this review spanned from the earliest available publications up to 2023.

What is employees' onboarding? Definitions, goals, and context

Employee onboarding is the process of introducing a new employee to their role while familiarizing the employee with the corporate goals, value system, rules, policies, and processes, and the prevailing organizational culture (Bauer, 2010; Caldwell & Peters, 2018; Gruman & Saks, 2011). The objective of the onboarding procedure is for the new employee to take part and perform correctly as a member of the organization, thereby contributing to the company's success and creating value (Bauer, 2010; Caldwell & Peters, 2018; Gruman & Saks, 2011). Onboarding is also known as organizational socialization, which is the process by which a new employee, an institutional outsider, becomes an organizational insider (Cooper-Thomas & Anderson, 2006; Nifadkar & Bauer, 2016)).

According to Adler and Castro (2019), onboarding reflects a significant transition for employees entering new work environments, joining teams, and assuming new responsibilities. It exposes new employees to team and company practices, processes, and values, enabling adjustment and favorable early experience (Caldwell & Peters, 2018). These shifts can vary in content, formality, timeliness, budget, and degree of customization versus standardization. In her book *Successful Induction: How to Get the Most from Your New Employees*, Skeats (1991) describes the overlap between onboarding and induction and defines onboarding as any arrangement made to engage the new employee with the company, safety laws, general job requirements, and the section or department they are assigned to. Similarly, socialization is an additional important factor frequently discussed concerning induction and onboarding (Bauer & Erdogan, 2010).

Employee onboarding research traditionally focuses on onboarding in a traditional office setting. It does not explicitly define this setting but characterizes it through methods for effective onboarding. According to (Bauer, 2010), new hires have approximately 90 days to demonstrate their value and contribute effectively to the

company's mission. This aligns with Mitchell and Gamlem's (2017) perspective, marking the conclusion of the onboarding process and assessing the new employee's integration into the organization. This 90-day timeframe is also reflected in the Romanian labor code, known as the "probatory period," allowing both the company and the employee to evaluate each other's fit during these initial 90 days (Art 31. Codul Muncii).

Employee onboarding: Why is it important?

Employee onboarding holds significant importance as it facilitates the orientation of new hires to their roles, familiarizes them with the organization's values and benefits, and fosters engagement among existing staff, increasing their dedication to the company's success. Making new hires feel like members of the team also aids in keeping them inside the company while lowering the turnover rate (Apollotechnical, 2022). A successful start for a newly hired employee is advantageous both to the company and the employee, whereas a poorly handled onboarding process frequently results in underachievement and low employee morale (Caldwell & Caldwell, 2016; Caldwell & Peters, 2018; Cooper-Thomas & Anderson, 2006; Nifadkar & Bauer, 2016). During the onboarding phase of employment, employees are typically under tremendous stress because they are in a new environment with a great deal of new information to learn. (Caldwell & Caldwell, 2016; Wanous & Reichers, 2000).

A well-structured onboarding process considers this aspect and aims to render integration and onboarding into the organization as stress-free as possible, with the goal of the new employee becoming a productive member of the organization as soon as possible, thereby maximizing the return on investment (Cooper-Thomas & Anderson, 2006). Many new hires prefer a structured onboarding program, particularly those who reflect naturally active participation (Gruman & Saks, 2011).

How employees' onboarding is performed? Techniques, models, and frameworks

a. Onboarding techniques

Onboarding new employees might frequently be more organizationally oriented than it is employee-oriented. Instead of ensuring employees are settled in, the process focuses on checking off the list of procedures and necessary components (Bauer, 2010; Caldwell & Peters, 2018; Snell, 2006). Techniques for onboarding new employees have been applied in many ways in different organizations. Business onboarding procedures are separated into formal and informal structures (Bauer, 2010). While some onboarding is more formal, requiring paperwork and training to succeed, others employ more informal, personalized, and less defined onboarding procedures (Adler & Castro 2019). In the case of an employee onboarded non-formally, he is familiar with his new position and comprehends it without needing a formal onboarding procedure.

Cooper-Thomas and Anderson (2006) include their bipolar onboarding strategies in their literature review on organizational socialization from a broad perspective of scope and coverage. Based on whether new employees receive training collectively as a group or individually, there are two types of onboarding: collective and individual. Their findings indicate that many new employees prefer formal, well-structured

onboarding as it simplifies their process management, accelerates their familiarity with it, and reduces stress levels (Cooper-Thomas & Anderson, 2006).

Orientation and onboarding are frequently confused terms. While onboarding is a lengthy process that requires management and other employees and may take up to a year, orientation is essential for filling out paperwork and other basic activities. However, onboarding involves not only all components of orientation but also the critical aspect of socializing in the company (Winterman & Bucy, 2019). This socialization aspect is significant because it enables the new employee to feel integrated within the business and establish productive work relationships.

Considering the necessity of socializing throughout the onboarding process, the literature suggests activities to link the new employee with his coworkers. In this way, Keisling and Laning (2016) noted that new hires saw high value in the ability to connect with others in the organization (e.g., through check-ins or formal meetings) (Snyder, 2016)) emphasize a modified mentorship program that connected new hires with other employees outside of their departments; this approach is sustained by Stewart, Jones, and Vallas (2021) who encourage looking beyond basic tasks and procedures in onboarding to develop a culture of trust between new hires and their colleagues.

b. Models of successful onboarding

"The faster new hires feel welcome and prepared for their jobs, the faster they will be able to successfully contribute to the firm's mission" (Bauer, 2010). According to Bauer (2010), an efficient onboarding process contains four important building pieces to enhance performance, prevent turnover, and promote work satisfaction (Referred to as the four C's): 1. Compliance: HR educates new employees on company policies and legal aspects of hiring. 2. Clarification: HR ensures that new hires comprehend their new role and its responsibilities. 3. Culture: HR aims to expose new hires to the values and norms of the organization. 4. Connection: HR provides new employees with access to individual connections and information networks (Bauer, 2010) (See Figure 1). Technology as well can increase administrative productivity.

Rather than offering new employees a significant amount of data to learn and remember, employers should let them know how to access the firm's portal to locate the data they require and then let them absorb the information by themselves time (Holmberg et al., 2021).



Figure 1. Bauer's simplified 4Cs model (2010)
 (Source: Authors' own research results)

Effective onboarding is a persistent concern for researchers and HR professionals due to its variability among new hires, companies, and cultures (Cooper-Thomas & Anderson, 2006). While Bauer (2010) simplifies the ideal onboarding program into four sections (the four C's), Cooper-Thomas and Anderson (2006) stress the importance of a multifaceted perspective on successful onboarding. They identify five success indicators: Role performance, extra-role performance, social cohesion, internal stability, and external representation (see Table 1). Measuring these elements in organizations is challenging because each organization employs distinct metrics despite their valuable insights into quantifiable onboarding success elements. According to Snell (2006), the onboarding process involves several departments, including the new hire, the hiring manager, HR, payroll and benefits, the office manager, and the IT department (see Figure 2).

Table 1. Five indicators of success
(Source: Cooper-Thomas and Anderson 2006)

| Indicators of Success | |
|-----------------------|-------------------------|
| 1 | Role performance |
| 2 | Extra-role performance |
| 3 | Social cohesion |
| 4 | Internal stability |
| 5 | External representation |

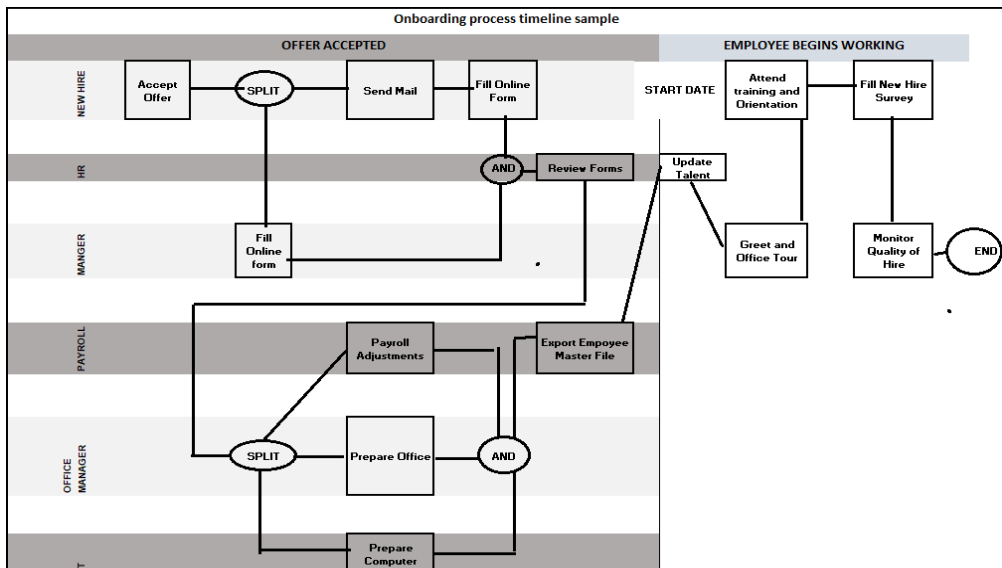


Figure 2. Onboarding Process Timeline
(Source: Snell, 2006)

Bauer's onboarding model (see Figure 3) identifies four key levers for a successful onboarding experience: Personality, role clarity, integration, and cultural knowledge. Employees should possess these levers, and the business and HR processes, such as firm onboarding procedures and tools, are essential to assist employees during onboarding. Bauer views the recruiting process as a precursor to onboarding. In contrast, Snell (2006) and Mitchell and Gamlem (2017) believe that onboarding commences before the first day of employment, starting with accepting the offer rather than the candidate selection, differing from Bauer's perspective. According to (Snell, 2006), the onboarding process involves several departments, including the new hire, the hiring manager, HR, payroll and benefits, the office manager, and the IT department (see figure 2).

According to Bauer's onboarding model (see Figure 3), effective onboarding involves four primary components. First, there is a focus on building self-efficacy, instilling a high level of confidence in the new employee's ability to perform successfully. Second, role clarity is emphasized, ensuring employees fully comprehend their expected job functions. Third, social integration plays a crucial role, aiming to foster positive connections with coworkers, management, and peers. Finally, cultural understanding is promoted, providing employees insight into the organization's values, beliefs, and objectives. This understanding enables them to engage actively in discussions related to company matters. Unlike Snell's sequential approach, Bauer's model emphasizes that these components can occur simultaneously rather than sequentially.

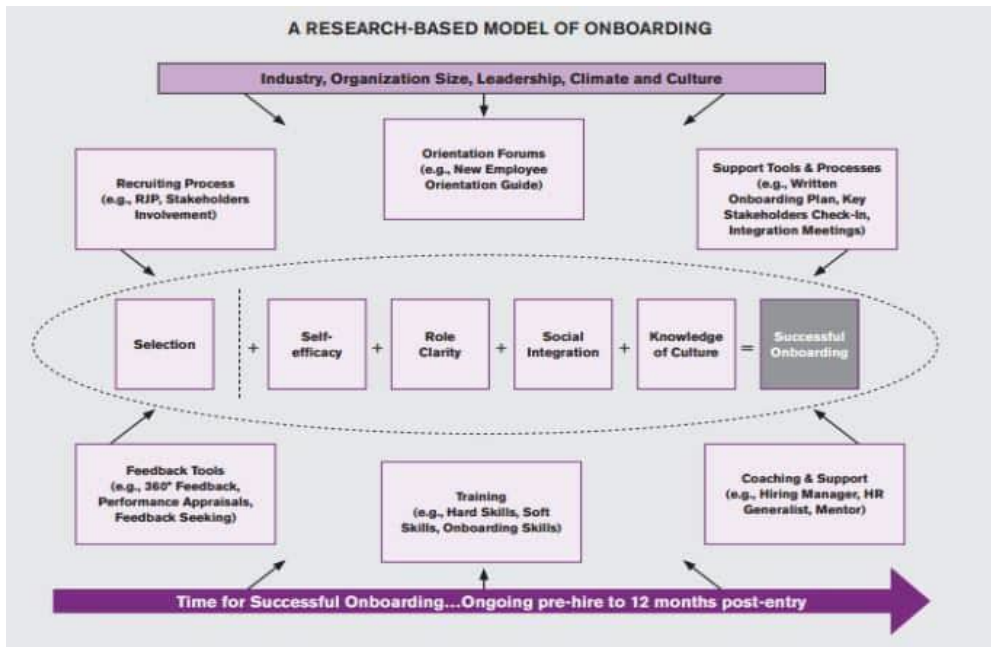


Figure 3. A model of onboarding
(Source: Bauer, 2010)

c. A holistic framework for effective onboarding: tools and practices

Bauer (2010) offers a comprehensive framework for effective onboarding, encompassing six categories of tools and practices to benefit both the organization and the employee. These categories include recruitment, orientation forums, support processes, feedback tools, training and coaching, and general support. Orientation forums, often delivered through various mediums such as text, video, or face-to-face interactions, provide a thorough overview of procedures, access, and regulations for immediate and future reference. Support tools and procedures pertaining to the official aspects of onboarding, encompassing defined processes and required meetings with stakeholders focused on the onboarding experience. Feedback tools, designed on a company-wide level, ensure that new employees understand if their performance aligns with objectives and enable them to interpret feedback from peers and superiors effectively. Training is vital for a new employee's success, addressing specific tasks and introducing essential tools, such as HR and IT systems. Lastly, coaching and mentoring assist new employees in gaining insights into the organization and specific team areas. This support becomes particularly crucial when a new employee's supervisor or peers lack expertise in certain fields or when discussing sensitive topics with peers or management is challenging.

Caldwell and Peters (2018) researched ten critical onboarding processes essential for fostering employee appreciation. Their approach emphasizes the ethical aspects of onboarding, starting with immediate post-hiring engagement through online channels. This includes helping new recruits with transitional challenges like relocation and housing search. Their recommendations include assigning dedicated and trained coaches to each new employee, facilitating relationships with key colleagues, and implementing a long-term coaching plan for productivity. They stress the importance of providing a comprehensive orientation manual, physical resources, and IT equipment before the employee's first day to prevent wasted time and frustration. Another critical element is clear communication of objectives, performance expectations, and alignment with individual employee ambitions. They advocate for the involvement of higher-ups, especially in conveying cultural and value-based themes, and emphasize the need for employee engagement, empowerment, and respect to encourage self-reliance and innovative contributions.

Cooper-Thomas and Anderson (2006) view onboarding as "Organizational socialization" (OS) and approach it from a learning perspective. They present a multi-level framework for corporate socialization, connecting various aspects, learning domains, success criteria, and learning modalities. They introduce five OS success indicators: role performance, extra-role performance, social cohesion, internal stability, and external representation (see Figure 4).

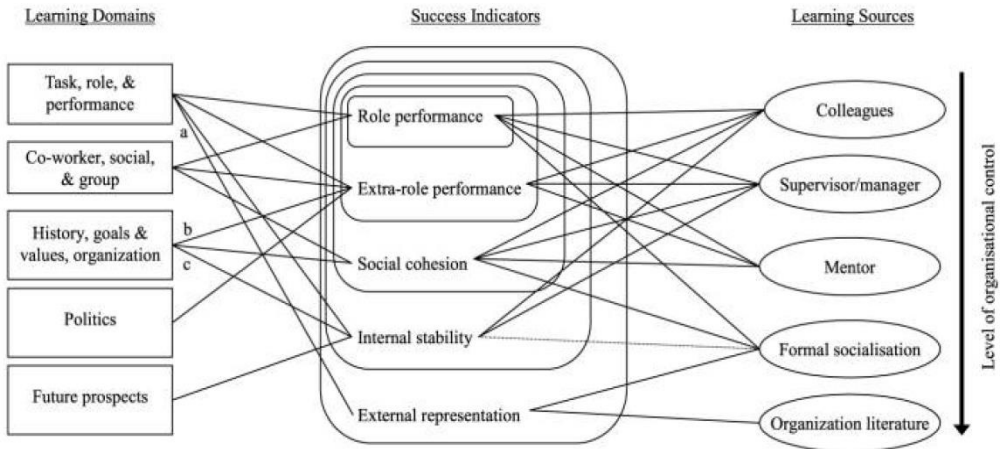


Figure 4. A multi-level learning-focused model of organizational socialization (Source: Cooper - Thomas & Anderson 2006)

Caldwell and Peters (2018) crafted a ten-step strategy to improve the onboarding process for employees. They underscore the significance of employees in contributing value and driving organizational innovation. However, they point out that organizations frequently undervalue the importance of actively supporting individuals in their journey toward success (see Table 2).

Table 2. Caldwell and Peters’ ten-step model for quality onboarding (2018)

| A model for quality onboarding | |
|--------------------------------|---|
| 1 | Establish the Relationship Online Immediately after Hiring |
| 2 | Appoint a Trained and Committed Mentor-Coach for Each New Employee |
| 3 | Focus the Onboarding on Relationships and Networks |
| 4 | Prepare a Well-Developed and Complete New Employee Orientation Booklet |
| 5 | Prepare Physical Location, Office, and Staffing Support Prior to Onboarding |
| 6 | Assist in Transitional Logistics |
| 7 | Clarify and Affirm Priorities and Expectations |
| 8 | Engage, Empower, and Appreciate the Employee |
| 9 | Involve Upline in Onboarding Training and Orientation |
| 10 | Create an Ongoing Coaching Process |

The competition for highly qualified candidates is fierce. In many small businesses, onboarding is often handled case-by-case as an immediate problem-solving measure rather than a dedicated process (Mulders et al., 2010). However, recognizing the need for tailored onboarding acknowledges that the integration of new hires can vary significantly based on individual factors, contract type, job role, and industry-specific variables (Karambelkar & Bhattacharya, 2017). Consequently, the effectiveness of onboarding is not solely determined by organizational size and resources. Even in small businesses, various successful strategies involving all stakeholders can be applied to enhance new employees' onboarding, transition, and learning experiences.

What are the benefits of employee onboarding? Direct and indirect benefits

a. Benefits of successful onboarding

Successful remote and office-based onboarding results in immediate and long-term benefits for both the new employee and the organization. Improvements are seen in employee commitment to the company, work satisfaction, and management communication. Typically, the outcomes for a firm include increased retention and engagement, higher job output and productivity, closer ties among employees, and increased customer happiness (Bauer, 2010; Mitchell & Gamlem, 2017; Snell, 2006). Additionally, suppose the onboarding process is effectively carried out, optimized, and occasionally partially automated. Overall, it will take less time, benefiting all process participants, including staff members, managers, coworkers, HR personnel, and business (Snell, 2006).

On the other hand, if onboarding is poorly managed, benefits do not materialize and turn out to be disadvantaged. The company's investment in a new employee may not yield the desired results because the new employee may not fully understand their role in the business or feel a part of the team. This could lead to subpar performance and a loss of overall income. According to a survey done by Silkroad Technology and CareerBuilder, 37% of employees said their manager did not play a crucial role in their onboarding experience support, and 1 in 10 employees left a company due to a poor onboarding experience (Silkroad Technology & The Harris Poll, 2018). Without sufficient onboarding procedures, there is a rise in employee churn and a decline in productivity. In addition, loss of employee engagement results in substantial annual costs for firms. The onboarding process aims to establish a long-term relationship between the company and the employee while fostering a sense of belonging and assurance that the right choice was made. It will likely positively impact employee retention as employees who feel they have made the right choice and have a strong sense of belonging are more likely to stay with the company for the long term (DR Pranita Sonar, 2021).

Technology and shifting consumer preferences play a crucial role in lowering the turnover rate and retention efforts of organizations. By introducing more transparency to the experience and enabling touchpoints along the recruitment and new hire journey, employers can facilitate human interactions that keep prospects and new hires engaged throughout what is often a multi-week or month-long process. This experience can make or break a company's ability to attract and retain top talent when both current and prospective employees have higher expectations for how their employers treat them (DR Pranita Sonar, 2021).

Employees feel that their experience as a job applicant reflects how the company handles its employees. Candidates nowadays judge a future employer based only on the first page of the job application. These findings indicate that job searchers are acclimated to the online world in which all options are at their fingertips, and the procedure is digital, mobile-friendly, and entertaining. Employees are less likely to quit a company when they are committed. From an employer's point of view, long-term advantages include a robust pipeline of applicants, filled jobs, and engaged staff, which eventually leads to decreased turnover (Hirsch Arlene S., 2017). Additionally, positive

recruiting and onboarding experiences increase the likelihood that satisfied and engaged new hires will provide referrals, which can reduce recruiting costs. When an organization has excellent onboarding, 69% of employees will likely remain for at least three years (Hirsch, 2017).

b. Employee onboarding and team learning

The onboarding process establishes new employees' expectations for how to behave, interact with coworkers, and succeed in their new careers. The onboarding process's characteristics, highlights, and nature serve as signals to the new employee about the employer's priorities, values, and how the new employee will fit into their teams, missions, and goals (Adler & Castro, 2019). These indications are sent by colleagues, managers, and specialists (Gherardi & Perrotta, 2010; Rodeghero et al., 2021). When employees join new projects or teams, their first experiences with onboarding might affect their preparedness and adaptability. As the expectations of new recruits, their teams, and the organization evolve, organizations must regularly assess and analyze the onboarding experiences of their new employees to optimize, enhance, and refine their onboarding procedures over time (Karambelkar & Bhattacharya, 2017)). This is vital considering the rise in remote work and the varying demands of people depending on their responsibilities (see also Bhakta & Medina, 2020; Rodeghero & Microsoft, 2021; Stewart, Jones, & Vallas, 2021).

In addition, integrating new team members might affect the emotional tone and interaction among current team members. In turn, this may influence the emotional culture within a team or the emotional engagement of a team (Adler & Castro, 2019). Engaging colleagues in the onboarding process stimulates employee learning. Horstmeier et al. (2016) state that social support promotes increased team identification. Similarly, as practical experience in the business world demonstrated, the onboarding process may also trigger new learning processes among existing teammates who must change and shift their tasks and responsibilities accordingly in response to new team members.

Remote onboarding

When we merge the existing research frameworks on onboarding and remote work, remote onboarding can be defined as the virtual process that ensures newly hired employees integrate effectively into their organization and understand their expected contributions to overall company success (Allen & Tammy, 2015; Bauer, 2010; Gruman & Saks, 2011; Mulki, 1999).

Before 2020, academic research on remote approaches and onboarding was limited. Most studies, like Helms (2002), focused on organizations transitioning to entirely virtual structures rather than specific HR practices like remote onboarding. However, in 2020 and 2021, researchers such as McDonald (2020) and Rodeghero and Microsoft (2021) began addressing virtual onboarding for specific professional groups, including software engineers and finance teams, in response to the increasing prevalence of remote work driven by the COVID-19 pandemic. Rodeghero et al. (2021), who examined the remote onboarding of software engineers at Microsoft, highlighted the challenges and needs of highly technical teams. Through survey data, they identified six main hurdles in remote onboarding: communication and collaboration, seeking

assistance, building team connections, locating documents, technical issues, and hardware and permissions. Additionally, they observed specific actions teams took to help recruits feel connected, such as daily manager contacts, welcoming team meetings, colleagues offering assistance, virtual social events, and assigned onboarding buddies. These findings informed the development of ten recommendations for onboarding software engineers (see Table 3).

Table 3. Recommendations for virtual onboarding
(Source: Rodeghero et al., 2021b)

| Suggestions for onboarding software engineers | |
|---|---|
| 1 | Promote communication & asking for help. |
| 2 | Encourage teams to turn cameras on. |
| 3 | Schedule 1:1 meetings. |
| 4 | Provide information about the organization. |
| 5 | Emphasize team building. |
| 6 | Assign an onboarding buddy. |
| 7 | Assign an onboarding technical mentor. |
| 8 | Support multiple onboarding speeds. |
| 9 | Assign a simple first task. |
| 10 | Provide up-to-date documentation. |

The initial four recommendations center on effective communication. Encouraging open communication and encouraging new hires to seek help is crucial to ensure their comfort in reaching out to colleagues for questions, whether within a specific timeframe or more generally, depending on colleague availability. Utilizing video during remote meetings and arranging one-on-one sessions were identified as effective strategies to foster stronger team connections. Additionally, providing information about the company helps new employees understand how their role aligns with the organization. To enhance team cohesion, emphasis should be placed on team-building initiatives. By assigning both an onboarding buddy and a technical mentor, new hires can receive support with their overall integration, onboarding, and basic technical queries. Offering concrete tasks and detailed procedural documentation helps new employees quickly start their work and progress in their onboarding process (Rodeghero et al., 2021).

These findings from (Rodeghero et al., 2021) align with previous research, highlighting the importance of communication and collaboration, as emphasized by Bauer (2010) and Mulki (1999), 4C model. Equipment, identified as a facilitator of remote work by (Nilles, 1997), is a critical consideration, as a lack of proper tools can significantly hinder the onboarding process, as noted by Snell (2006). Rodeghero et al. (2021) introduce a ten-recommendation model that complements and aligns with existing studies, offering more comprehensive strategies for addressing remote onboarding challenges. However, it's worth noting that software engineers, with their high technical proficiency, may face fewer technical barriers during onboarding, as technical aspects are typically integral to their roles.

McDonald (2020) investigated remote onboarding within the context of finance teams, focusing on a business and management-oriented job outlook. His research outlines five key areas (organization, welcome package, introductions, communication, and expectations) depicted in Figure 5, which are essential for achieving effective virtual onboarding.

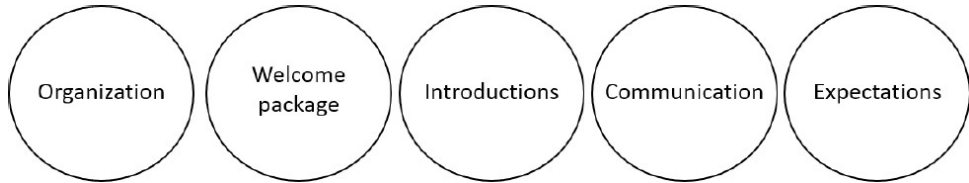


Figure 5. Successful remote onboarding focus areas
(Source: McDonald, 2020)

McDonald (2020) underscores the importance of equipping new employees with essential documentation, contracts, and remote work tools right from the start. In a remote working context, providing access to the company's network and the necessary remote working equipment becomes paramount. The second focus area, the welcome package, entails providing fundamental information about the organization, its policies, and perhaps including welcome gifts like pens or company-logo stickers. As the third focal point, McDonald's (2020) emphasizes introducing new employees to their colleagues, establishing communication channels, and fostering a sense of welcome. This can be achieved through virtual interactions such as random calls or virtual team lunches. Fourthly, McDonald highlights the critical role of communication in successful remote onboarding. Given the remote nature of work, it's imperative for the company to offer suitable communication channels for daily check-ins, encourage the use of internal online platforms like Slack, and facilitate the submission of queries.

Like Caldwell and Peters (2018), McDonald (2020) identifies the welcome package as one of the five crucial elements. Clearly defined expectations help new recruits perform effectively from the outset (McDonald, 2020). These results are consistent with earlier theories regarding remote work and onboarding, especially in the context of Bauer's (2010) 4C onboarding model. Bauer's model integrates the welcome package and orientation into the larger cultural dimension. In line with Bauer's model, the organizational and welcome package elements can be seen as part of compliance and connection activities. They serve as introductions and communication channels that promote a sense of connection and culture, as well as clarify expectations.

While Rodeghero and Microsoft (2021) emphasize the importance of a technical mentor and a buddy as essential components of the onboarding process, McDonald (2020) does not explicitly mention these elements but instead underscores the significance of encouraging and welcoming recruits. In a remote work context, physical preparation is less relevant, but assisting employees in setting up their remote workspaces serves as an equivalent. Caldwell and Peters (2018) highlight that clarification is a significant barrier and often undermanaged in onboarding, focusing on ensuring employees understand their daily responsibilities, an area that Bauer (2010) identified as a weaker aspect of online onboarding. In other words, while various onboarding approaches emphasize different aspects, clarifying employee roles remains crucial in enhancing the onboarding process.

Table 4 includes the principal cited authors and their key findings and contributions.

Table 4. Outcomes of research
(Source: Authors' own research results)

| Author(s) | Key Findings and Contributions |
|-----------------------------------|---|
| Bauer (2010) | Defined employee onboarding as a process to familiarize employees with corporate goals and values. Emphasized the importance of compliance, clarification, culture, and connection in onboarding. |
| Caldwell & Peters (2018) | Proposed a ten-step quality onboarding model focusing on employee engagement and support. Stressed the role of mentors, orientation manuals, and clear communication in onboarding success |
| Cooper-Thomas & Anderson (2006) | Presented a multi-level framework for corporate socialization, including success indicators like role performance and social cohesion. Stressed the need for a comprehensive orientation manual and long-term coaching plan for productivity. |
| Gherardi and Perrotta (2010) | Emphasized that the onboarding process serves as a signal to new employees about the employer's priorities and values. Highlighted that the first experiences with onboarding might affect preparedness and adaptability. |
| Gruman & Saks (2011) | Discussed the role of onboarding in creating a positive employee experience, improving job satisfaction, and reducing turnover. |
| Helms (2002) | Addressed the challenges and needs of highly technical teams in remote onboarding, emphasizing communication and collaboration. |
| Holmberg et al. (2021) | In remote onboarding, employees should be informed about how to access company information and absorb it on their own time. |
| Karambelkar & Bhattacharya (2017) | Acknowledged the need for tailored onboarding to accommodate individual factors, job roles, and industry-specific variables. |
| McDonald (2020) | Discussed remote onboarding for finance teams, highlighting the importance of communication, welcome packages, and introductions. Emphasized equipping new hires with essential documentation and remote work tools. |
| Mitchell & Gamlem (2017) | Suggested that new hires have approximately 90 days to demonstrate their value and contribute effectively to the company's mission. |
| Mulki (1999) | Discussed virtual onboarding as a process that ensures newly hired employees integrate effectively into their organization. |
| Nilles (1997) | Identified equipment is a critical consideration in remote work, as a lack of proper tools can hinder onboarding. |

| | |
|-------------------------------------|---|
| Rodeghero & Microsoft (2021) | Examined the remote onboarding of software engineers and identified challenges like communication, seeking assistance, and technical issues. Recommended strategies such as daily manager contacts and assigning onboarding buddies. |
| Rodeghero et al. (2021) | Explored challenges and recommendations for remote onboarding of software engineers. Identified hurdles like communication, seeking assistance, and technical issues. Recommended strategies such as daily manager contacts and assigning onboarding buddies. |
| Skeats (1991) | Described onboarding as any arrangement made to engage the new employee with the company, safety laws, job requirements, and department assignments. |
| Snell (2006) | Discussed the involvement of various departments, including HR and IT, and the onboarding process, which begins with accepting the job offer. |
| Stewart J. Jones & Vallas S. (2021) | Encouraged looking beyond basic tasks and procedures in onboarding to develop a culture of trust between new hires and colleagues |
| Wanous & Reichers (2000) | Highlighted that employees are typically under stress during the onboarding phase due to the need to learn new information in a new environment |

Conclusions and future research

This paper has provided a comprehensive review of the literature on employee onboarding, focusing on the role of onboarding in improving employee retention and performance. The review has highlighted the importance of effective onboarding in creating a positive employee experience, improving job satisfaction, and reducing turnover. The paper has also identified the challenges associated with onboarding, such as the need for clear communication, effective training, and ongoing support.

Our review has shown that successful onboarding requires a strategic approach tailored to the needs of the organization and the individual employee. The authors have identified several best practices for onboarding, such as providing clear expectations, offering social support, and creating opportunities for feedback and growth. Overall, this review has contributed to our understanding of the importance of employee onboarding in creating a positive work environment and improving organizational performance. The findings of this review have practical implications for managers and HR professionals responsible for designing and implementing onboarding programs. By following the best practices identified in this review, organizations can improve the effectiveness of their onboarding programs and create a more engaged and productive workforce.

In terms of future research, several areas need further investigation. One area is the use of technology in onboarding, such as the use of virtual reality or mobile apps to enhance the onboarding experience. Another area is the impact of onboarding on diversity and inclusion and how organizations can use onboarding to promote a more diverse and inclusive workplace. Additionally, more research is needed on the long-term effects of onboarding, such as its impact on employee engagement, job

satisfaction, and career development. Finally, there is a need for more research on the role of managers and supervisors in the onboarding process and how they can support new employees and ensure their success within the organization. By addressing these research gaps, we can continue improving onboarding programs' effectiveness and creating a more engaged and productive workforce.

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