THE EFFECTS OF ONBOARDING ON ORGANIZATIONAL LIFE

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Abstract
Onboarding is a key process in the integration of new employees into an organization. This practice accelerates adaptation and fosters a deep connection with the organizational culture, work environment, and job responsibilities. The research aims to describe the significance of onboarding in the organizational life cycle, focusing on its impact on employee satisfaction, engagement, and productivity.
The study highlights how a structured onboarding process not only reduces issues like poor adaptation and high turnover but also enhances communication, collaboration, and alignment with organizational goals. Using a qualitative and descriptive methodology, the research identifies best practices for onboarding, including clear communication, practical training, and involvement at all hierarchical levels.
The findings suggest that effective onboarding strengthens employee engagement, improves retention rates, and fosters a culture of belonging. These outcomes are crucial for achieving organizational objectives and sustaining long-term success in a competitive environment.
Keywords: Onboarding, organizational culture, employee integration, engagement, adaptation, human resources management, induction process.

Development

The organizational contexts in relation to human behavior and its attachment to the company's philosophy, leads us to rethink the intention of how we can achieve in the new employee a more concrete way of connecting him or her efficiently with his or her responsibilities and the alignment corresponding to the organization's philosophy.

Experts in human capital management in companies have visualized many effects when a company does not have clarity in its talent incorporation processes, since every time an employee is hired under the right profiles, as well as the complementary requirements of this process, it now becomes a challenge for the retention of said talent.

The statistics that are currently available indicate that the millennial and centennial generations that today are opening the doors of the organizational future are focused on a very distant level of satisfaction in coordination with the level of satisfaction that the company seeks, for that reason there are too many situations of high job instability.

An aspect that must be taken care of in organizations is precisely how an income of personnel can generate high costs for the company in its adaptation process that today is not being valued, so attention must be focused on this concept to contribute efficiently to the incorporation of new talent into the company and start working with it.

One of the important elements that must be considered in an onboarding process is that the company must be prepared with the job profiles, as well as the job description duly integrated with all the responsibilities, objectives, goals, commitments, indicators, which will give the new member of the company to indicate them. corresponding in compliance with the functions and connections that must be attended, but however it is very essential that in addition to this work of having their organization manuals updated, the accompaniment is also considered under a plan where the collaborator can have the tutor who will guide him through the entire process of the macro operation of the company until the identification of his process so that he can understand and reach the level of commitment that is required for the purpose of fulfilling the corresponding objectives and tasks.

It must be clear about the purposes that are within the processes of the company's value chain in order to identify the clearly defined responsibilities that each of the positions in the organizational structure must have to later be used in a process of incorporation and welcome to the company.

There are different mechanisms on which onboarding can be effective in implementing in an organization:

1.   It must be practical.

Companies are adapting documentation schemes for their processes, this action is good, but in an onboarding program it is practical therefore it is more effective, that is, it is in an operating environment rather than documentary.

2.   It should be clear

When referring to this area, we must put in the new collaborator a knowledge that is not only practical, clear in understanding, remember the importance of entering your new position and company with quality.

3.   It must be measurable

Determining the levels of depth of the program is a basis on which to measure the impact it is having on the employee, their degree of understanding and commitment to the work.

4.   It must include all positions in the organization

The onboarding program does not require positions with higher turnover of people, but all positions in the structure must have their own program.

5.   All positions at the hierarchical level of the organization must be involved

It is necessary that the connection network of the different positions of the structure occurs in a harmonious way, this allows communication to be strengthened and therefore achieve results.

When there is not an adequate onboarding process for new employees, it causes problems adapting to an organizational culture, low employee productivity, lack of knowledge of rules, policies, and lack of communication. Because of this, in organizations, new employees are very vulnerable when they begin to generate the corresponding activities, since their training and induction was not in an efficient and timely manner to acquire the knowledge of said position and this will generate various errors in the internal processes of the organization.

On the other hand, the objective of this research is to describe how onboarding is applied to achieve an adequate onboarding process for new employees. This leads to the following question: What are the benefits of implementing an onboarding process to achieve better adaptation and loyalty of new employees? This is because the issue of loyalty is very important for all organizations because their employees have good impressions in their hiring process, they generate good comments from them. In addition, those comments will go by word of mouth until they reach the customers and this makes them trust that company and that the employee defends it and has a sense of belonging to it.

For this reason, in order to understand the concept of onboarding, a qualitative research was carried out, where the methodology used was descriptive through a review

Starting from the general as are words such as the integration and retention of personnel, to the particular with words such as onboarding.

The incorporation of new employees, a key process in human talent management

How is it done, why is it important?

Over time, induction has become a fundamental part of the development of new employees for Human Resources. As Castro (2016) mentions, quoting Ross, Huang & Jones (2014):

Incorporation programs today for organizations and fundamentally in the Human Resources department, must guarantee that people are completely adapted to the tasks of the job, the area and the organization, taking into account that a correct incorporation program can guarantee success, as well as employee satisfaction. (pp. 16-17) Therefore, it is clarified that the term incorporation within the business component refers to a person who enters the organization new to perform the assigned functions.

It is also understood as the future where the company is directed and leads towards the achievement of the objectives and all proposed goals, which will be exercised by a new member, for this, it is necessary that when integrating a new employee into the organization, certain criteria are met as mentioned by Koontz (2012):

This is done by identifying workforce needs, locating available talent, and recruiting, selecting, placement, promoting, evaluating, planning, compensating, and training, or otherwise developing candidates and current job occupants to fulfill their tasks effectively, efficiently, and therefore effectively. (p.284)

In addition, incorporation is a key factor for new members who are applying since, in this way, companies can demonstrate their full potential towards the new member and in the same way, teach them the philosophy, workplace, exploration of the company, training, among others. For organizations, the issue of incorporating

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new employees is very fundamental because it is the future where the company is directed and leads towards the achievement of the proposed objectives and goals, which will be exercised by a new member.

It can be said that the incorporation processes of organizations have been handled in a very identical or routine way, that is: first, a welcome "hello" is given, then a technical presentation is made and finally the person is guided in the first steps to adapt to their new workplace. Therefore, organizations today present various difficulties in terms of low productivity, communication, staff turnover and organizational culture because they have not made a good process of incorporating new employees. For this reason, productivity, according to Porter (2009) cited in Jaimes and Rojas (2018), "is a fundamental determinant of a nation's standard of living in the long term. The standard of living of a nation depends on the ability of its companies to achieve high levels of productivity and to increase it over time" (p.177). On the other hand, another fundamental aspect in incorporation is turnover, as defined by Chiavenato (2011) "it is a term used to define the fluctuation of personnel between an organization and its environment; in other words, it is the exchange of people entering and leaving the organization" (p. 116).

In the same way, the issue of communication is fundamental for companies since without it there would not be an effective process in the functions and Barreira (2017) defines it as: It is a guide to the communicative activity that the company must carry out, it fulfills an essential function since communication, therefore, aims to be a channel, through which institutions can understand and respond to the expectations of the public, so that this can help to be more efficient and have a greater presence in the market. (p.12)

To solve the difficulties mentioned above, human talent management has used technological innovations to optimize resources, simplify work and improve the experience of workers, in this case, the incorporation of employees is one of the processes that has currently evolved. Onboarding for the incorporation of Human talent.

Onboarding is a tool that is used for the incorporation of new employees, according to Nicolini (2012) "Onboarding is the process by which the employee "feels on board the ship"", this process accelerates the total adaptation and integration of new talent into the organization, making it more efficient in the short term" (n.p.). When we talk about integration, it is defined as: A stage that begins with the hiring of a new employee in the institution to adapt as soon as possible to their new work environment, to their new colleagues, to their new obligations and rights, to the company's policies. (Grados, 2013, p.333)

Onboarding is the way in which a company induces new staff by adapting them to an organizational culture, as Salgado (2018) states: Onboarding plans are, after all, strategies through which companies aspire to easily adapt and integrate new employees into the daily dynamics of the organization. providing them with information about what their day-to-day life will be like, introducing them to their bosses and colleagues, showing them their workplace, explaining their tasks and responsibilities. (n.p.) As the transition from candidate to employee is made, the decisions the organization makes during the initial phase can lay the groundwork for the new employee to partner with the organization for the long term. (Peñalver, 2019, n.p.)

Onboarding is not just about welcoming a new employee, this requires a plan to carry this out as Benayas (2018) mentions: It is not the same that on your first day you are introduced to your colleagues and you receive a training course that, in addition to the above, you enjoy accompaniment in all senses over time that strengthens the sense of belonging to the company. It is in these aspects where the importance of the Onboarding Plan lies. (n.p.)

To carry out the onboarding process, it is necessary to comply with certain fundamental steps as mentioned by García (2021, n.p.):

- When the new employee arrives, they can feel very lonely and so that this does not happen we should pair them up and find a partner to help them in their first weeks and thus start building connections between the team from day one.
- When new employees join the company, the HR department must propose a training program to learn everything related to their role and the business.
- Diversity in the workplace improves the ability to innovate and engage your company's employees, but to get the most out of it, your employees need to learn from each other and collaborate.
- Frequently ask new employees for their opinion and feedback.

Onboarding is the solution to those factors that people feel when they are going to be guided to integration, that is why it must be done in a very efficient way and thus generate trust and satisfaction in their new work.

Conclusions

1. Importance of onboarding in organizational lifeThe onboarding process is essential for the successful integration of new employees, as it allows for quick and efficient adaptation to the organizational

culture, the functions of the position, and the company's objectives. This contributes to improving employee productivity and satisfaction from their earliest days.

2. Impact on talent retentionA well-structured onboarding program helps reduce staff turnover by generating a positive onboarding experience. This process fosters the employee's commitment to the organization and reinforces their sense of belonging, essential aspects for long-term loyalty.

3. Benefits for organizational communicationOnboarding facilitates internal communication by providing employees with a clear understanding of the channels, norms, and dynamics of interaction within the company. This strengthens labor relations and creates a collaborative environment that enhances organizational results.

4. Human resources optimizationThe implementation of onboarding programs contributes to a more efficient management of human talent by reducing costs associated with prolonged adaptation and errors derived from lack of training. In addition, it aligns staff with the values and goals of the organization, optimizing their performance.

5. Recommendations for improving onboardingIt is crucial that companies design practical, clear, measurable, and inclusive onboarding programs for all hierarchical levels. In addition, continuous support during the integration process is key to ensuring the success of the programs and maximizing their benefits.

In conclusion, onboarding not only represents a strategic tool for human talent management, but also directly impacts the sustainability and competitiveness of organizations by ensuring an engaged, aligned, and productive workforce.

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