| Research Article

Employee Onboarding, The Unbalance Discussion On Organizational Inefficient and Effectiveness; A Case Of Win Or Lose

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Abstract: The Nigeria and organizational strata is infested with inefficient and ineffectiveness, both public and private sector organization. Employee Onboarding is a complex and multifaceted concept that requires a holistic approach to management and leadership. Employee onboarding is the process of integrating new employees into an organization and providing them with the necessary knowledge, skills, and tools to become productive and effective members of the team. The target of this paper is to find out reasons for the existence of inefficient and ineffectiveness in an organization. Data were obtained from scholarly databases such as Google scholar as well as grey literature through predetermined material selection. The Erik Erikson's theory of socialization, also known as the theory of psychosocial development was adopted as theoretical framework for analysis. The theory believed that socialization involves the acquisition of a set of cultural and social values and norms that shape an individual's identity and personality. However, a poor onboarding experience was found which led to disengagement, negative impacts on team morale and productivity. Effective onboarding practices can help ensure a successful transition for new employees and contribute to their long-term success within the organization. Efficient operations in business, effective leadership and Continuous improvement were recommended.

Key words: Employee Onboarding, Unbalance Discussion, Organizational Inefficient and Effectiveness, Win, Lose.

INTRODUCTION

The emergence, growth, and eventual decline of any organization is a pervasive feature of modern capitalist development. It is important to understand developmental patterns at the industrial level because they have substantial implications both for the competitive process in the respective industries and for growth and development in the whole economy. In the past, research on organization dynamics has made much progress in identifying and explaining the development of organization. In a nutshell, the majority of organization develops along a life cycle pattern that can be characterized by the following stylized facts (Klepper, 1997).

The discussion around the effectiveness of employee onboarding is often unbalanced, as organizations can either win or lose in their approach. A well-executed onboarding process can lead to increased employee engagement, retention and productivity, which can ultimately contribute to organizational success. However, a poor onboarding experience can lead to disengagement, turnover, and negative impacts on team morale and productivity.

Thus, it is essential for organizations to invest in effective onboarding programs that not only introduce new employees to the company culture and values but also equip them with the necessary skills and resources to succeed in their roles. Organizations that prioritize employee onboarding are more likely to see positive outcomes, such as increased employee engagement, higher job satisfaction, and improved performance, leading to overall organizational success.

Both entry and exit of firms peak early, soon after an industry's beginnings. A pronounced shakeout in the number of firms occurs while the market is still expanding. The importance of process innovations relative to product innovations increases over time. Early entrants tend to perform better than later ones, indicating the presence of first-mover advantages.

In addition, the pre-entry experience of entrants is crucial for their survival and performance. On average, diversifying entrants with a background in related industries, and those that are founded as spinoffs by former employees of industry incumbents, do significantly better than other entrants (Helfat and Lieberman, 2002).

Increasing returns to process innovations have been suggested as an explanation for these observations, and particularly the shakeout phenomenon (Klepper, 1996). Larger firms can spread development costs over a larger output base, which allows them to maintain and possibly expand their initial size differential. First-mover advantages for early entrants and the shift from product to process innovations follow naturally from this account. However, firm growth does not only allow for efficiency increases, it also challenges the firm's organisational capabilities in coordination and learning. It is by no means evident that all firms, regardless of the size they already have attained, cope equally well with these challenges.

With respect to entry there is robust empirical evidence from a variety of industries that diversifying entrants (i.e. pre-existing firms entering from outside the industry) perform better than the average firm entrant (Klepper and Simons, 2000; Klepper, 2002; Thompson, 2005). However, it is not clear what kind of capability transfer is behind this superior performance, what it is that motivates firms to diversify into another industry, and at what stage in their own development firms engage in diversification moves. Similarly, with respect to the underlying causes for the formation of spinoffs, a variety of explanations has been proposed. Some focus on the effect of asymmetric information between employer and employee, which gives rise to opportunistic behaviour (Klepper, 2001). Others suggest that incumbents may be unable to exploit all opportunities, thus allowing for profitable entry by spinoffs (Agarwal et al., 2004). Yet another hypothesis has been proposed by Klepper and Sleeper (2005) using a model in which incumbent firms may choose not to preclude all profitable entry opportunities for spinoffs. Again, none of these explanations account for organizational transformations inside incumbent firms and how they may relate to spinoff activities at industry level. The problem of poor management in an organization is a coy in the wheel of growth and effectiveness in most of these organizations. Management is a field that encompasses a lot of managerial activities aimed at efficient utilization of man, material and money with a view of achieving the organizational desired goal.

However, a clear picture of lack of managerial know-how, indiscipline and authoritarian leadership style reign supreme, resource are poorly utilized while organizational policies act as deterrent rather than facilitators to decision makers. In most organization especially government owned organization. These problem appear to be more pronounced and their affects have always had untold hardship in the effectiveness and efficiently treatment of employee on boarding for the management within the organization.

STATEMENT OF PROBLEMS

In drawing on earlier work on organizational development by Witt (1998, 2000) and Rathe and Witt (2001), we argue that growth-related changes inside firms may trigger both the formation of new entrants through spinoff formation, diversification and the failure of incumbents. Otherwise, on the failure of the management team to indentify the lacuna means poor handling of management tents of the organization. When we talk of management is said to be the co-ordination of all the resources of an organization through the process of planning, organization, directing and controlling in order to attain organizational goals and objectives. To manage is not an easy task; hence management in much organization mostly in government owed organization is fraught with problems, this affect the efficient and effectiveness in the management of such organization. If anyone should give a keen interest to any of the Nigeria organization, will convince one of clear lack of managerial and technical know-how in such establishment. Indiscipline, authoritarian leadership reign supreme, so much the situation get worse as one get to the lower levels of the organizational hierarchy.

OBJECTIVES OF THIS STUDY

The target of this paper is to find out reasons for the existence of inefficient and ineffectiveness in an organization with regards to employees onboarding. The problem that the study will be concerned with includes:

1. To identifying the core problems that have been hindering operations of effective and efficient employee on boarding.

2. To identify ways of employees development towards effective and efficient organization development.

Research methodology

The paper engages only on secondary method of data collection to exegete relevant content and related opinion from exact literature. The secondary data used for discussion in this study were majorly derived from library and internet, especially material on employee performance, organizational development as well as Erik Erikson's theory; which are majorly textbooks by various authors. The gathered literature was necessary in order to strengthen the data obtained from the exegeses of the related literature and to make the findings of the study contemporarily relevant.

THEORETICAL FRAME WORK

Theory of Psychosocial Development, Erik Erikson: Erikson was a German-American psychologist who proposed a theory of psychosocial development. He believed that socialization involves the acquisition of a set of cultural and social values, beliefs, and norms that shape an individual's identity and personality. Socialization Theory: This theory emphasizes the importance of socialization in helping new employees adjust to the organizational culture, norms, and values. Erikson (1968), Socialization theory suggests that onboarding should focus on building positive relationships with coworkers, providing clear expectations and feedback, and creating opportunities for social interaction and engagement.

Erik Erikson was a developmental psychologist who proposed a theory of psychosocial development that consists of eight stages spanning the entire human lifespan. According to Erikson, each stage represents a unique developmental task that must be successfully resolved in order to proceed to the next stage.

The Eight Stages of Erikson's theory are:

Trust vs. Mistrust (Infancy): In this stage, infants learn to trust or mistrust their caregivers based on whether their basic needs are consistently met.

Autonomy vs. Shame and Doubt (Toddlerhood): Toddlers begin to assert their independence and autonomy, and need support to do so without feeling shame or doubt.

Initiative vs. Guilt (Preschool): Children become more curious and begin to take initiative in their activities. If they are encouraged, they develop a sense of purpose, but if they are punished, they develop guilt.

Industry vs. Inferiority (Elementary School): Children begin to learn skills and knowledge through formal education and social interactions, and must feel competent to avoid feelings of inferiority.

Identity vs. Role Confusion (Adolescence): Adolescents begin to form their own identities and sense of self, and must navigate social pressures to avoid confusion and uncertainty.

Intimacy vs. Isolation (Young Adulthood): Young adults seek meaningful relationships and intimacy with others, but must first establish a sense of self and identity to avoid isolation.

Generativity vs. Stagnation (Middle Adulthood): Middle-aged adults seek to contribute to society through work, parenting, or other activities, and must avoid feelings of stagnation or unfulfillment.

Ego Integrity vs. Despair (Late Adulthood): Older adults reflect on their lives and must come to a sense of acceptance and integrity in order to avoid feelings of despair or regret.

Erikson (1950), emphasizes the importance of social interactions and experiences in shaping human development, and suggests that successful resolution of each stage leads to a healthy sense of self and a positive outlook on life.

MEANING AND CONCEPT OF EMPLOYEE ONBOARDING

Society for Human Resource Management (SHRM), according to SHRM (2022), employee onboarding is a strategic process that aims to acclimate new hires to the organization's culture, values, and expectations. It involves activities such as completing necessary paperwork, introducing the employee to their role and responsibilities, providing job training, and facilitating connections with colleagues with good planning. An Administrator is always engaged in planning within the work organization. Planning in essence involves selecting objectives; the strategies, policies, progrmmes and procedure for achieving the goals of the organization (Koontz etal, 1980:79). Employee onboarding can be defined as a process that helps the newly recruited human resources to get acclimatized with organizational culture, work environment and goals. This helps in learning the attitudes, gaining knowledge and skills and also the behaviors required for the effective function of the work within the organization which encourages specialization. Insisting on the above, the second principle of specialization according to Nwizu (2010), suggests that all work based on a particular process should be grouped together. Since it must share a special fund of knowledge and requires the use of similar skills or procedure. The time needed to onboard an employee depends on the organizational structure and unique aspects of each role. Sneed (2022) maintained that Forbes, highlights the importance of a well-structured onboarding program that focuses on fostering a positive employee experience. It emphasizes the need for clear communication, goal setting, mentorship, and continuous feedback during the onboarding process to ensure new employees feel supported and motivated. Onboarding is the process of assimilating new employees into the workplace and providing the knowledge and tools for them to achieve success early on in their new jobs. It is the bridge between selection and productivity, encompassing activities from pre-arrival through the end of the first year. On average, 90-120 days is enough to integrate a new hire into the organization. Deloitte (2022), suggests that successful onboarding extends beyond the initial orientation period. He advocates for an ongoing onboarding process that spans several months to help new hires develop the skills and knowledge needed for long-term success. This approach involves regular check-ins, providing growth opportunities, and integrating the employee into the broader organizational context. Onboarding is a comprehensive process for integrating newly appointed employees in an organization and familiarizing them with the organizational culture and work environment. It is an integral part of Human Resources Department (HRD). Lack of appropriate onboarding mechanism can have negative impact on the overall productivity of the organization. Onboarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. In short, employee onboarding involves the processes, which helps to ensure that the new human resources get started on the right foot. How can a stranger know our home unless we politely let him in? When it comes to job satisfaction, financial rewards may be lower on the list than most people think. Being happy with your job seems to depend more on the intangibles: feeling part of a team and being valued and appreciated consistently outrank money when employees are polled about job satisfaction. Employee onboarding process is the first step towards development of such feelings and values. Poor human capital development and very low health expenditure, according to a study by Oyinlola et al. (2020), are the challenges of Sub-Saharan Africa's industrial development. Thus, from the works above, evidence is clearly adduced to suggest that inadequate human capital supply to meet an economy's industrial demand is sufficient to cause industrial failure. As proffered by Shim et al. (2020), the ability of any country or region to progress its human capacity is of great help in promoting and maintaining industrial development.

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FACTORS THAT MAY LEAD TO EMPLOYEE ONBOARDING DIFFICULTIES

There are several issues that may lead to employee onboarding difficulties, including:

· Lack of preparation: If the company is not adequately prepared for the new employee, they may feel unwelcome or unsure of their role within the organization. This can lead to confusion and frustration, which may ultimately result in the new hire leaving the company.

· Inadequate training: If the employee is not properly trained on their job responsibilities, they may not be able to perform their duties effectively, leading to mistakes and frustration. This can also negatively impact the employee's confidence and job satisfaction.

· Poor communication: If the new employee is not given clear and concise communication about their role, expectations, and organization culture, they may feel isolated and disconnected from the rest of the team. This can lead to low morale and decreased motivation.

· Inadequate resources: If the organization does not provide the new employee with the necessary resources and tools to perform their job, they may struggle to meet expectations and deadlines, leading to frustration and potential burnout.

· Lack of follow-up: If the organization does not follow up with the new employee to ensure their success and provide support, they may feel abandoned or unsupported, which can lead to feelings of resentment and disengagement.

· Cultural fit: If the new employee does not fit well within the company culture, they may struggle to form meaningful relationships with coworkers, leading to isolation and potentially even conflict.

IMPORTANCE OF ONBOARDING

· Complements New Employee Orientation

· Integrates your new employee into the organizational culture

· A comprehensive onboarding process fosters positive working relationships that help new employees gain confidence and become productive quickly.

· It improves overall engagement, performance and retention through understanding of and connection to the job.

· Onboarding is an opportunity as a supervisor to set goals and expectations, train and develop, and introduce the new employees to the people and resources that will play a role in performing their jobs effectively and advancing their careers.

· Employee onboarding is essential to retain skilled and dedicated workforce.

· Employee onboarding program helps in the orientation of the new employees.

· It shapes the relation between the new employee and the organization.

· By implementing a good employee onboarding program, will build a strong organization culture and secure the future with a qualified pool of human resources.

MAXIMIZATION OF ONBOARDING EFFECTIVENESS

Onboarding produces the greatest return on investment when it is intentional, collaborative and managed over the span of the first year as your new employee evolves in the job. There are many methods to bring employees on board. Choose the techniques and tools best suited for the situation and create some of your own, they includes:

• Communicates the missions and visions of organization to the new employees.

• Facilitates understanding of job expectations and performance management.

• Helps new employees see how their roles fit into the larger organization and contribute to its success.

• Provide various opportunities for your new employee to identify and integrate with his/her peer group and instills pride.

• Ensures consistency in meeting legal requirements and compliance standards.

• Promotes awareness of tools and resources for career management and worklife effectiveness.

• Reduces employee turnover to encourage exploration of available resources and participation of employees in decision making,

(https://hr.ucdavis.edu/departments/learning/toolkits/onboarding/intro).

PROCESS OF ONBOARDING

Ideally, the employee onboarding process consists of five phases:

1. Pre-onboarding
2. Orientation
3. Role-specific training
4. Transitioning
5. 90-day review

Phase 1: Pre-onboarding

Before a hire's first day at work, an Human resource manager makes the necessary preparations, mainly they will:

• Share and finalize paperwork.

• Support relocation (if needed).

• Send over company overviews.

- Outline a first-day plan.
- Inform the new colleague's team.

Announcing an employee hire is probably the most critical step in the pre-onboarding phase. Colleagues might not know how the new role relates to theirs. It is your task to explain the hire's position and how they will contribute to their team and the organization as a whole.

Phase 2: Orientation

The first day has come! Now, what do you do next?

Your main task is to help your new hire acclimate to their new environment. They're likely way more nervous than you are. Orientation is a chance to build a connection and put your employee at ease.

Day one is rather busy. You and the hiring team will likely be:

- Greeting your new employee.
- Giving an office tour and settling them into their workplace (if in-person).
- Introducing them to co-workers.
- Assigning a buddy – a team member who'll be mentoring the new hire.
- Giving access to necessary tools, including login information.
- Sharing company resources, such as policies and employee responsibilities.
- Running through a checklist of first-week tasks and answering questions.
- Staying accessible throughout the day to promptly address any requests.

Orientation doesn't end on the first day. It takes a week to a month for an employee to adapt to your company culture and get to know their team. But you can't be expected to guide them through every single step. Neither you nor an onboarding buddy would be able to keep up while also managing your own work.

Here's where an exhaustive company resource guide or wiki comes in. Company culture, mission, values, organizational structure, role-specific step-by-step guides – every piece of information a new hire needs during their first days and months in your company should be documented in a comprehensive knowledge base. These tools strengthen your hire's comfort level and encourage proactivity during onboarding.

Phase 3: Role-Specific Training

After orientation, your employee is ready to train. In fact, these two phases often go hand in hand.

Employee integration takes time, experience and some healthy trial and error. That's why role-specific training can start before your hire completes their orientation.

What does role-specific training involve? Well, it depends on one's role. An human resources manager will entrust this task to the new hire's immediate supervisor. If that's you, this is where you truly step into the game. Say you have hired a content marketer. As that person's manager, you want to guide them through specific job expectations while familiarizing them with team goals. This introduction might include walking through the peculiarities of the niche, introducing buyer personas, explaining the company's approach to content marketing and letting them know what you expect from a recently hired specialist.

Apart from guiding hires through their day-to-day tasks, SaaS companies often include product training in their onboarding program. This step helps turn new hires into brand advocates. You can train for product knowledge by including related how-tos in your knowledge base or running workshops. The latter is a great option when you onboard multiple employees at once.

Phase 4: Transitioning

As employees complete training, they move closer and closer to total productivity. This is considered the transitioning phase. At this point, a new hire works toward becoming a full-fledged employee and begins reaching the goals set by their supervisor. Set up a 30-60-90 day progress plan with milestones to reach.

Following the other onboarding phases, your employee now knows what they're responsible for and what they can do to succeed. This transition is an opportunity to familiarize themselves with their tasks and take initiative.

Phase 5: 90-day review

At this point, you and the employee should have a general understanding of:

- How successful the onboarding process was
- If there are areas where they need more support
- Whether or not they are a fit for the role

After 90 days, human resources manager and the direct manager could collaborate on a performance review. The check-in should help you assess the employee's efforts and progress thus far and, most importantly, provide constructive feedback.

You can also collect feedback from colleagues. How does this new hire collaborate? Is there room for improvement? This information might help you define what to discuss during the meeting.

The 90-day review enables you and the employee to assess their experience and progress in the role. If they align well with the position, this could also serve as a springboard to set them up for further success with your company.

CHALLENGES OF EFFECTIVE AND EFFICIENT EMPLOYEE ONBOARDING.

Smith (2022) examines the challenges that organizations face in achieving effective and efficient employee onboarding. These challenges include:

I.   Lack of Structure and Planning: Smith argues that many organizations struggle with a lack of structured onboarding programs. Without a clear plan in place, new employees may feel overwhelmed and disoriented, leading to lower productivity and engagement. The absence of a comprehensive onboarding strategy can hinder the effectiveness of the process.

II.   Inadequate Communication: The author highlights the importance of effective communication during the onboarding process. Insufficient or inconsistent communication between managers, Human Resource personnel, and new hires can lead to misunderstandings, confusion, and a sense of isolation for new employees. The problem of insufficient communication and information sharing, where new hires are not provided with essential details about their roles, responsibilities, organizational culture, and expectations. This lack of communication can impede the employee's ability to understand their role within the organization and hinder their integration into the team. This lack of communication can hinder the establishment of strong working relationships and impede the integration of new hires into the organization.

III.   Limited Resources and Support: Smith emphasizes that organizations need to provide adequate resources and support for successful onboarding. Insufficient training materials, technology, and personnel can hinder the ability to deliver comprehensive onboarding experiences. Without the necessary resources, new employees may struggle to acquire the knowledge and skills needed to perform their roles effectively.

IV.   Unrealistic Expectations: The author notes that setting unrealistic expectations for new hires can be detrimental to the onboarding process. When employees are faced with overwhelming workloads or pressured to achieve immediate results, it can lead to stress and burnout. Unrealistic expectations can hinder the development of a positive and supportive onboarding experience.

V.   Lack of Evaluation and Feedback: Smith highlights the importance of continuous evaluation and feedback in the onboarding process. Without regular assessments and feedback mechanisms, organizations may fail to identify and address potential issues or areas for improvement. Without regular feedback, new hires may struggle to identify areas for improvement and align their performance with organizational expectations. The absence of constructive feedback mechanisms can impede their development and hinder their ability to contribute effectively to the organization.

VI.   Lack of clear onboarding process: Authors often highlight the absence of a well-defined and structured onboarding process as a major obstacle. Without a clear plan in place, employees may feel confused, disoriented, and disconnected from the organization. This can lead to a longer time for new hires to reach productivity and integration with the team.

VII.   Inadequate Training and Mentorship: Authors may point out the importance of providing comprehensive training and mentorship programs during the onboarding process. If new employees do not receive proper training, they may struggle to perform their duties effectively, leading to decreased productivity and increased frustration. Furthermore, the absence of mentors or experienced employees to guide and support new hires can hinder their ability to adapt to the organization's culture and values.

VIII.   Limited Social Integration: Successful onboarding involves not only understanding the job requirements but also feeling a sense of belonging within the organization. Authors may discuss the problem of limited social integration, where new employees face difficulties in establishing relationships with their colleagues. This can result in feelings of isolation, decreased motivation, and reduced job satisfaction, ultimately impacting their overall performance and retention.

Conclusions

The inbuilt on the organizational development emphasizes that effective and efficient employee onboarding can indeed be hindered by several core problems. These include a lack of structure and planning, inadequate communication, limited resources and support, unrealistic expectations, and a lack of evaluation and feedback. Addressing, it is crucial for organizations to ensure successful onboarding experiences that promote employee engagement, productivity, and long-term retention. It is also requires a holistic approach that involves clear goal setting, resource allocation, process evaluation and improvement, effective communication strategies, comprehensive training programs, cultural integration initiatives, and ongoing support systems. Effective onboarding practices can help ensure a successful transition for new employees and contribute to their long-term success within the organization, efficient operations in business, effective leadership and Continuous improvement. These practices can help ensure a successful transition for new employees and contribute to their long-term success within the organization.

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