



A Study on Effectiveness of Remote On-Boarding practices in Talent Hire Consultancy Company

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Abstract—

The rapid shift towards virtual work environments has significantly transformed traditional onboarding practices, making remote onboarding an essential function within talent hire consultancy companies. This study aims to evaluate the effectiveness of remote onboarding practices by analyzing employees' perceptions, experiences, and satisfaction levels. It focuses on understanding how well new hires adapt to organizational culture, job roles, and responsibilities in a virtual setting.

The research examines key dimensions of remote onboarding, including the effectiveness of communication channels, quality of training programs, accessibility of resources, and the level of managerial and peer support provided during the onboarding process. Additionally, the study identifies common challenges faced by employees, such as lack of personal interaction, technical difficulties, limited engagement, and difficulties in understanding organizational expectations.

Primary data was collected through structured questionnaires distributed among employees who have undergone remote onboarding, while secondary data was gathered from relevant journals and academic sources. The findings highlight both the strengths and limitations of current remote onboarding practices, emphasizing the importance of structured communication, interactive training modules, and continuous support systems.

Based on the analysis, the study provides practical suggestions to enhance the onboarding experience, improve employee engagement, and increase retention rates. The research ultimately helps talent hire consultancy companies better understand employee needs and develop more effective and inclusive remote onboarding strategies.

Keywords— Remote Onboarding, Virtual Work Environment, Employee Perception, Talent Hire Consultancy, Employee Engagement, Training Effectiveness, Communication, Managerial Support



I. INTRODUCTION

Onboarding is a crucial human resource process that involves introducing new employees to an organization, its culture, policies, roles, and expectations. It plays a significant role in helping employees adjust to their new work environment, enhancing their productivity, and improving retention. Traditionally, onboarding has been conducted through face-to-face interactions, orientation sessions, and direct engagement with team members.

However, with the rapid growth of digital transformation and the increasing adoption of work-from-home practices, remote onboarding has become a widely accepted approach. Remote onboarding refers to the process of integrating new employees into an organization through virtual platforms without physical interaction. Organizations now rely on digital tools such as video conferencing, online training modules, and virtual collaboration platforms to facilitate this process.

While remote onboarding offers several advantages, including flexibility, cost-effectiveness, and accessibility, it also presents certain challenges. Employees may experience difficulties such as lack of personal interaction, ineffective communication, feelings of isolation, limited engagement, and insufficient managerial support. These challenges can impact their understanding of job roles, organizational culture, and overall job satisfaction.

In addition, the effectiveness of remote onboarding depends on multiple factors such as the quality of communication, structured training programs, technological support, and continuous feedback mechanisms. A well-designed remote onboarding process can enhance employee confidence, engagement, and performance, whereas a poorly managed process may lead to confusion and decreased productivity.

II. LITERATURE REVIEW

Varshney (2022) examined Virtual Employee Onboarding (VEO) and highlighted its growing importance in the post-pandemic work environment. The study emphasized that effective virtual onboarding requires structured programs, technological integration, and continuous

managerial support to ensure employee engagement and smooth transition.

Yarbrough (2023) explored employee experiences in virtual onboarding and found that communication gaps and lack of interaction were major challenges. However, well-planned virtual training and collaborative tools improved onboarding effectiveness.

Weilage (2025) identified the importance of IT support in remote onboarding. The study revealed that lack of proper technical access and support negatively impacts employee commitment and engagement.

Beyschlag (2025) emphasized that remote onboarding plays a critical role in enhancing employee well-being, flexibility, and productivity, especially when supported by advanced technologies and structured processes.

□ **Smite et al. (2025)** found that employees who underwent remote onboarding showed higher resignation rates due to weak organizational attachment and lack of social integration during initial stages.

Santos et al. (2024) conducted a systematic review and concluded that software-based onboarding tools improve efficiency but still fail to address several human and social integration challenges.

Kumar & Choppella (2025) highlighted that structured onboarding training improves employee understanding and performance, especially for new hires with lower initial knowledge levels.

Atti et al. (2022) found that remote work environments negatively affect communication and relationship building, which are critical elements of effective onboarding.

Frögéli et al. (2020) (as cited in systematic reviews) emphasized that onboarding practices significantly influence employee learning, stress reduction, and job satisfaction.

Spector et al. (2015) found that structured onboarding programs enhance employee performance and organizational commitment through proper training and support systems.

Kowtha (2011) highlighted that onboarding helps in role clarity and social integration, which are essential for employee productivity and long-term retention.

Horii et al. (2021) identified that onboarding programs involving training and mentoring



significantly improve employee adjustment and engagement.

Cesário & Chambel (2019) proposed a model of onboarding focusing on social, task, and organizational integration, which has been widely applied in remote onboarding research.

Rao (2020) stated that employee onboarding effectiveness depends on communication clarity, organizational culture exposure, and continuous feedback mechanisms.

Gupta et al. (2023) found that remote onboarding requires stronger digital communication strategies and interactive learning modules to ensure employee engagement and satisfaction. your study within the broader research context.

III. METHODOLOGY

Research Design: The study adopts a Descriptive Research Design to examine the effectiveness of remote onboarding practices in a work-from-home organization. It focuses on analyzing employees' productivity, job satisfaction, challenges faced, and perceptions of communication, training, and managerial support. The design helps in systematically collecting and interpreting employee responses.

Sample design: Convenience Sampling Method is used to collect data from employees who have undergone remote on-boarding.

Sample Size: The target respondents used for this study is 103

IV. OBJECTIVES

Primary Objectives: To study the effectiveness of remote on-boarding practices in improving productivity and job satisfaction.

Secondary Objectives:

To understand employees' perception of the challenges faced during remote onboarding in a virtual work environment.

To examine employee views on the effectiveness of communication and training, and during remote onboarding.

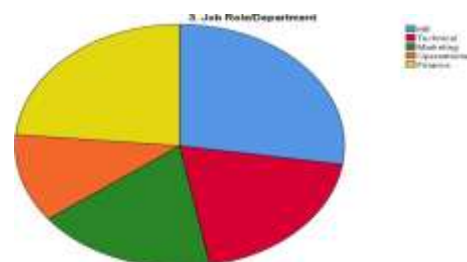
To suggest measures for improving remote onboarding practices based on employee feedback and perceptions.

V. SCOPE OF THE STUDY

The present study focuses on analyzing employee experiences during remote onboarding within a talent hire consultancy company. It primarily covers key aspects such as communication effectiveness, quality of training programs, and the level of managerial support provided to new hires. The study aims to understand how these factors influence employee satisfaction, engagement, and overall adaptation to the organization in a virtual environment. It is limited to employees who have undergone remote onboarding and relies on their feedback to evaluate current practices. The findings will help identify gaps and suggest improvements to enhance the effectiveness of virtual onboarding processes.

VI. NEED OF THE STUDY

With the increasing adoption of work-from-home practices, many organizations have shifted to remote onboarding as a standard process. However, employees often face challenges such as communication gaps, lack of personal interaction, and difficulty in adapting to organizational culture in a virtual environment. These issues can negatively impact employee engagement, productivity, and job satisfaction. Therefore, it becomes essential to evaluate the effectiveness of remote onboarding practices. This study aims to identify existing challenges and provide insights to improve onboarding strategies, ultimately helping organizations enhance employee performance, satisfaction, and retention through more structured and supportive virtual onboarding processes.



VII. LIMITATIONS OF THE STUDY

The findings of this study are primarily based on employees' perceptions and personal experiences, which may be subjective in nature and vary from individual to individual. The study is limited to remote onboarding practices and does not consider traditional or hybrid onboarding methods. Additionally, the research is conducted within a specific organizational context, and therefore, the

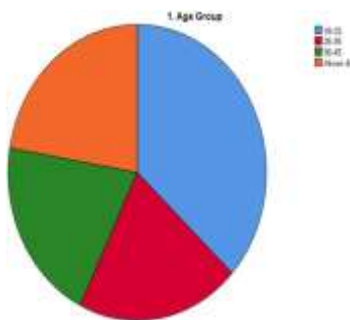


results may not be universally applicable to all organizations or industries. These limitations should be considered while interpreting the findings and drawing conclusions from the study.

VIII. DATA ANALYSIS AND INTERPRETATION

Percentage Analysis of Age Group:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-25	38	36.9	36.9	36.9
26-35	21	20.4	20.4	57.3
36-45	21	20.4	20.4	77.7
Above 45	23	22.3	22.3	100.0
Total	103	100.0	100.0	



The majority of respondents belong to the age group 18–25 years (36.9%), followed by above 45 years (22.3%), while 26–35 years and 36–45 years each account for 20.4%. This shows that younger adults form the largest share of the sample.

Percentage Analysis of Job Profile:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid HR	28	27.2	27.5	27.5
Technical	20	19.4	19.8	47.1
Marketing	18	17.5	17.8	64.7
Operations	12	11.7	11.8	76.5
Finance	24	23.3	23.5	100.0
Total	103	99.0	100.0	
Missing System	1	1.0		
Total	103	100.0		

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.482	2	6.241	3.588	.031 ^b
	Residual	173.926	100	1.739		
	Total	186.408	102			

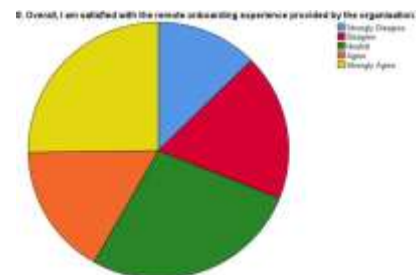
a. Dependent Variable: 8. Overall, I am satisfied with the remote onboarding experience provided by the organisation.
 b. Predictors: (Constant), 7. I was able to reach expected productivity levels within a reasonable time, 5. The remote onboarding process helped me understand my job responsibilities clearly.

S.NO	FACTORS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	TOTAL	weighted Average Method	Ranking
1	Technical issues	20	36	63	104	90	313	20.86666667	4
2	Team connection	18	32	78	80	115	323	21.53333333	2
3	No interaction	9	32	72	120	120	353	23.53333333	1

The majority of respondents belong to the HR department (27.2%), followed by Finance (23.3%) and Technical (19.4%), while Marketing accounts for 17.5% and Operations has the lowest share (11.7%). This indicates higher participation from HR and Finance employees.

Percentage Analysis for Overall Satisfied:

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	12.6	12.6	12.6
Disagree	19	18.4	18.4	31.1
Neutral	28	27.2	27.2	58.3
Agree	17	16.5	16.5	74.8
Strongly Agree	26	25.2	25.2	100.0
Total	103	100.0	100.0	



Most respondents are neutral (27.2%) or strongly agree (25.2%) that they are satisfied with remote onboarding, indicating a generally positive response with room for improvement.

REGRESSION ANALYSIS:

Null Hypothesis (H₀):

There is no significant relationship between employees’ understanding of job responsibilities, their ability to achieve expected productivity levels, and their overall satisfaction with the remote onboarding experience.

Alternative Hypothesis (H₁):

There is significant relationship between employees’ understanding of job responsibilities, their ability to achieve expected productivity levels, and their overall satisfaction with the remote onboarding experience.

Since the significance value (0.031) is less than 0.05, the null hypothesis is rejected, indicating a significant impact on overall satisfaction.

WEIGHTED AVERAGE METHOD:

The findings indicate that lack of interaction is the most significant challenge faced by employees during remote onboarding, primarily due to the absence of face-to-face communication. Team connection ranks second, showing that employees



find it difficult to build relationships and integrate socially in a virtual environment. Doubt clarity is the third major concern, suggesting moderate challenges in resolving queries during the onboarding process. Technical issues are ranked last, indicating that they are the least problematic compared to other factors. Overall, interpersonal and communication-related challenges have a greater impact than technical difficulties in remote onboarding.

IX. FINDING OF THE STUDY

1. Majority of respondents (36.9%) belong to the age group 18–25 years
2. HR department has the highest participation (27.2%)
3. Employees show neutral to positive satisfaction towards remote onboarding
4. Clear understanding of job roles improves employee productivity
5. Communication and training significantly impact onboarding effectiveness
6. Lack of interaction is a common challenge faced by employees
7. Remote onboarding significantly influences overall job satisfaction

X. SUGGESTIONS

1. Implement structured and well-planned onboarding programs
2. Improve communication through regular virtual meetings
3. Assign mentors or buddies to support new employees
4. Use interactive and practical training methods
5. Clearly define job roles and responsibilities at the beginning
6. Provide continuous managerial guidance and support
7. Collect regular feedback and update onboarding practices accordingly

CONCLUSION

The study concludes that remote onboarding plays a crucial role in shaping employee experience, productivity, and job satisfaction in talent hire consultancy companies. While employees show a generally positive response, challenges such as lack of interaction and communication gaps still exist. Effective communication, structured training, clear

role definition, and continuous managerial support significantly enhance onboarding outcomes. By addressing these challenges and improving onboarding practices, organizations can create a more engaging and efficient virtual onboarding experience, leading to better employee performance, satisfaction, and long-term retention.

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