Optimal onboarding

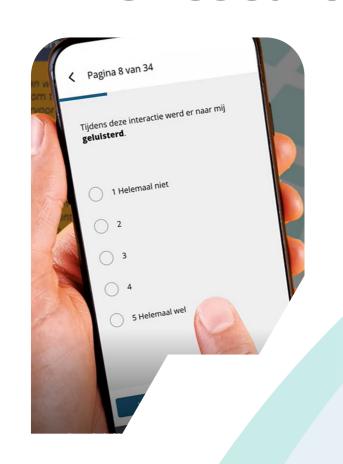*How do you ensure that technical professionals feel at home and can use their talents optimally in their new job?*

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Why this research?

The 'war for talent' makes it a real challenge for technical organizations to attract and retain new employees. Already in the first few months, newcomers often decide whether they want to stay with, or leave the organization. Therefore it is important to get insight in the key ingredients for making new employees feel at home in the organization, already at the start of their new job.

This research

159 participants

2140 interactions reported

Newcomer experiences app example question

Was conducted during the COVID-19 pandemic

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Tijdens deze interactie werd er naar mij geluisterd.
- 1 Helemaal niet
- 2
- 3
- 4
- 5 Helemaal wel

Face-to-face interactions with similar colleagues are most appreciated

Each day/week newcomers were asked to report their most important interaction in the app

- Face-to-face interactions are valued more positively than virtual or written interactions.
- Interactions with colleagues and the manager of the own department are valued the most positively.
- Interactions with interaction partners whom feel similar are rated more positively than with partners whom feel different.

Interaction evaluation:

With whom?

Very negatively ◄──────► Very positively

- Colleagues from own department
- Manager of own department
- Colleagues from another department
- Colleagues from the project team
- Project manager

How?

Very negatively ◄──────► Very positively

- Face-to-face interaction
- Online interaction with camera
- Online interaction with no camera
- Written messages

Feeling at home?

Not at home ◄──────► At home

- Interaction-partner is similar to me
- Interaction-partner is different than me

Positive interactions help newcomers to feel at home

Having a positive interaction was important for the socialization of newcomers. The more newcomers experienced their most important interaction as positive...

- ... the more they felt at home within the organization,
- ... the more they felt a good fit with the organization,
- ... the more competent they felt

More positive interactions overall resulted in happier employees.

- ... they were more satisfied with the organization,
- ... they were more satisfied with their job,
- ... they estimated the chance more likely that they would stay with the organization for the next 5 years.

1 2 3 4 5

Feeling at home
- Negative interaction
- Positive interaction

Organisation fit
- Negative interaction
- Positive interaction

Feeling competent
- Negative interaction
- Positive interaction

1 2 3 4 5

Organization satisfaction
- Overall less positive interactions
- Overall more positive interactions

Job satisfaction
- Overall less positive interactions
- Overall more positive interactions

Staying with the organization
- Overall less positive interactions
- Overall more positive interactions

1 2 3 4 5

Newcomers feel less at home when they feel dissimilar in personality and interests

*Moreover, newcomers who feel **dissimilar to their colleagues in personality and interests** increasingly feel over time that...*

- ... they **cannot be themselves** at work
- ... they do **not match** with the **organisation**

They do not match with the organisation

- average newcomer
- newcomer who feels different

Match with organisation

0 10 20 30 40
Days after startdate contract

They cannot be themselves at work

- average newcomer
- newcomer who feels different

Being yourself at work

0 10 20 30 40
Days after startdate contract

Recommendations

Positive interactions at the workplace are extremely important for the socialization of newcomers Schedule daily interactions between newcomers and co-workers/supervisor (also when they work from home)

Face-to-face interactions with colleagues are appreciated the most by newcomers. Create an organization in which newcomers can get easy off-line contact with their colleagues
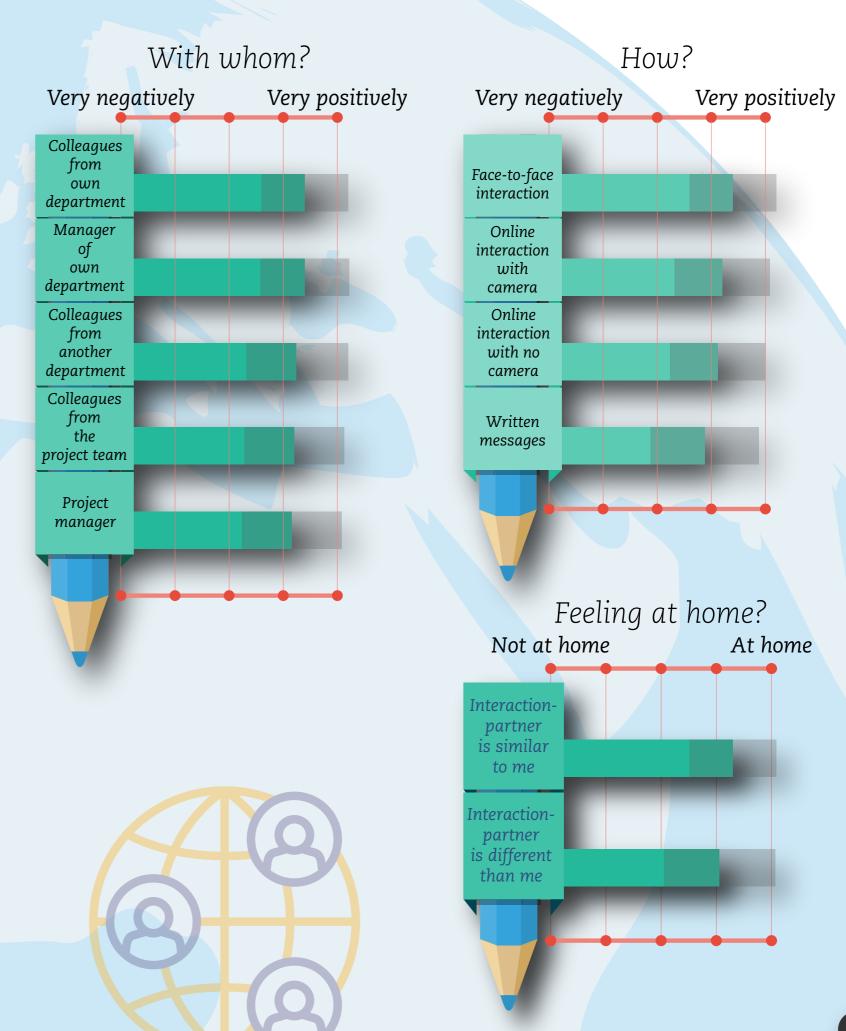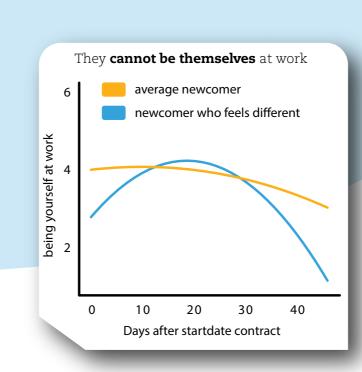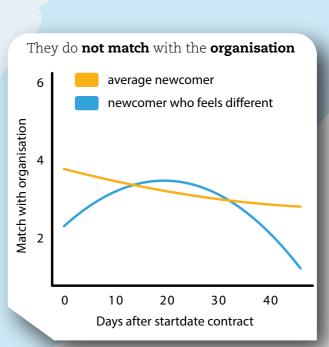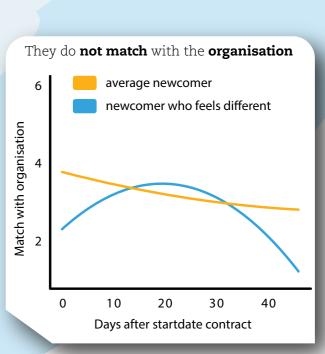
For employees who feel different in personality and interests feeling at home is more difficult. Create an inclusive organization (especially also for newcomers)!

Scan for the full factsheet