

Report On
Topic: Finding the effectiveness of Onboarding for better
productivity

By

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19204056

An internship report submitted to the BRAC Busiuness
School in partial fulfillment of the requirements for the degree of
Bachelors of Business Administration

BRAC Business School
Brac University
January 2023

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Inzamamul Huda

Student Full Name : Inzamamul Huda

Student ID : 19204056

Supervisor's Full Name & Signature:

Mohammad Atiqul Basher

Lecturer,

BRAC Business School , BRAC University

Letter of Transmittal

Mohammad Atiqul Basher

Lecturer,

BRAC Business School , BRAC University

Subject: Internship report submission

Dear Sir,

It is my immense pleasure to hand over to you the internship report as I have completed my internship in the Learning and Leadership Development programme- Onboarding unit as an Onboarding Intern.

It has given me the opportunity to work with the world's number one non-governmental organisationc(NGO) and largest non-governmental development organisation in the world. It helped me with on-the-job training and gave an in-depth knowledge and experience to work in a real scenario and helped in forming a network worth appreciation.

I have tried to prepare the internship report with proper data and information that I have collected and experienced throughout my internship. Thank you for supervising me all through my internship and answering all my questions and queries. It was not possible without your help. Despite having some limitations in my report, I hope it will meet desires and you will be able to evaluate my report and oblige me thereby.

Sincerely yours,

Inzamamul Huda

19204056

BRAC Business School , BRAC University

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between BRAC and Inzamamul Huda the undersigned student at BRAC University to take on the internship project with an affirmation of not using any confidential data of the company as well as the internship project that the student has undertaken.

Acknowledgement

I am very glad to finish the internship in BRAC with good health amidst pandemic. Finally after submitting the internship report, I have completed my under graduation from BRAC Business school, BRAC university.

It was not possible without the co-operation of my fellow colleagues in the Communication department and Learning and Leadership Development programme.

I want to pay respect and convey deep respect to my supervisor **Padmasree Chakma** who helped me through the internship and helped me get exposure in the highest possible manner. She will always remain my Career-Guardian in my life as she has enlightenment in the truest sense and realized my potential. I would also like to thank my team member and a strong personality **Shezuti Ehsan** who guided me through the entire internship period.

I would also like to thank my academic supervisor and my Alma Mater to give this opportunity and a good environment to complete my under-graduation programme in the easiest possible manner.

Executive Summary

In this report we will try to outline the questions to find out whether an Onboarding results in better productivity of the employees as well as the organization.

After a successful survey we finished the internship report with the conclusion that an effective onboarding specially an exclusive one-month long onboarding can influence the behavior and productivity of the employees and make them think about the organization with new point of view. As Onboarding is an optional process or a process that can be avoided with tactics, most organizations avoid it in a peculiar manner or conducts onboarding but not effectively. This report will highlight the strong reasons for conducting an onboarding and how it impacts the productivity of the employees and organization.

We also looked deep into the factors of the onboarding and the sessions that are effective for the processes and what sort of sessions and further changes will make the onboarding effective and what will impact more on increasing productivity overall. After surveying the sample population from the last consecutive three batches of onboarding participants we saw an overwhelming response of them learning about the core values of the organization. They also provided positive feedback on understanding the basics and in-depth knowledge about the organization and how it has affected their productivity in the organization overall.

The scrutiny and analysis of the report will help the organization and the HR personnel to understand the importance of Onboarding for the fresh entrees and how it can result in better productivity of the organisation.

Keywords: Productivity; Onboarding; Survey; Effectiveness; Fresh-entrees; HR personnel.

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CHAPTER 1: Overview of Internship

1.1 Student Information:

Name:	Inzamamul Huda
ID:	19204056
Program:	Bachelors in Business Administration
Major:	Human resource Management
Minor:	Marketing

1.2 Internship Information: Internship Company Supervisor's Information: Name and Position

Name	Padmasree Chakma
Designation	Deputy Manager, Content; Learning and Leadership Development Programme.

1.2.1 Period, Company Name, Department/Division, Address

Period:	09/01/2022 to 9/04/2022
Company:	BRAC

Department:	Learning and Leadership Development Programme
Address:	75 Mohakhali, BRAC Centre

1.2.2 Job Scope – Job Description/Duties/Responsibilities/Contribution to the company

- Conducted more than 32 Onboarding session (Two batches of long one-month orientation programme) of BRAC Headquarters and Aarong Centre.
- Communicated with all the participants via call and email
- Took lead, increased interaction, and maintained the Workplace account
- Developed contents, templates, Videos, quizzes, visual contents via graphics design for maintaining the page.
- Facilitated Introductory sessions, maintained attendance, google calendar, reminder emails etc.
- Prepared and revised contents of the orientation
- Took lead in Field visits and introduced the news comers with in-field scenarios of Microfinance, Ayesha Abed foundation and regional office.
- Organized and arranged overall training needs and facilities.
- Collected response and reported the feedback of the training via presentation
- Translated several documents and training contents time to time.
- Participated in the Execution team of "BRAC 50 years celebration"

1.2.3 Benefits to the student:

- Paid Internship offered to the student
- Helping student networking all over the organization
- Helping the student learn soft skills
- Helping the student to learn Leadership and interpersonal skills

1.2.3 Recommendations (to the company on future internships)

- Increasing the stipend that the company offers
- Try hiring interns with an exclusive internship programme.

CHAPTER: 2 Organization part

2.1 Introduction

BRAC is the largest non-governmental development organisation in the world employing about 90,000 employees (about the seating capacity of the Los Angeles Memorial Coliseum) around the world. It was founded by Sir Fazle Hasan Abed and reached about 126 million people around the world operating in about 11 countries other than Bangladesh.

In Bangladesh, BRAC operates about 16 social enterprises. One of the social enterprises that is most profitable is Aarong. And the onboarding process that I was involved in conducted the onboarding sessions for Aarong Centre too. I have also conducted the onboarding sessions of BRAC Agro and seeds, BRAC Dairy etc.

Flagship programme's that BRAC operates are BRAC Microfinance, BRAC Education programme, BRAC Health programme and BRAC Ultra-poor graduation programme. This programme's operates in such a way that it touches millions of lives. For example, about 14 million children (about twice the population of Arizona) have graduated from BRAC schools where 55% of them are women and girls through the BRAC Education programme or BEP. BRAC Microfinance has about 8 million clients (about half the population of New York) out of which 87% are women and girls. BRAC distributed about 4.5 billion USD microloan in Bangladesh where one out of eleven adults have lack of access to bank accounts.

BRAC has also contributed in higher studies in Bangladesh. It has developed into one of the finest private university which is known as BRAC University. It currently has 13,000 students with more than 7 departments. It has also formed BRAC Bank to support SME's. IPDC, Delta Brac Housing Finance Corporation Ltd, Gurdian life insurance are also concerns of BRAC.

2.2 Overview of the company:

2.2.1 Social Development/Programmes of BRAC:

Facilitating social transformation through four programmatic priorities: Inclusive growth, Gender equality, Building resilience and investing in the future generation.

SOCIAL DEVELOPMENT

Ultra-poor graduation
Integrated development programme
Microfinance
Urban development programme
Social empowerment and legal aids
Gender, justice and diversity
Health, nutrition and population
Water, sanitation and hygiene
Communicable diseases
Humanitarian programme
Climate change programme
Migration
Skills development programme
Education programme

2.2.2 Social Investments of BRAC:

Socially responsible companies that assist us in our mission. Our network of investments helps us strive towards the goal of self-sustainability.

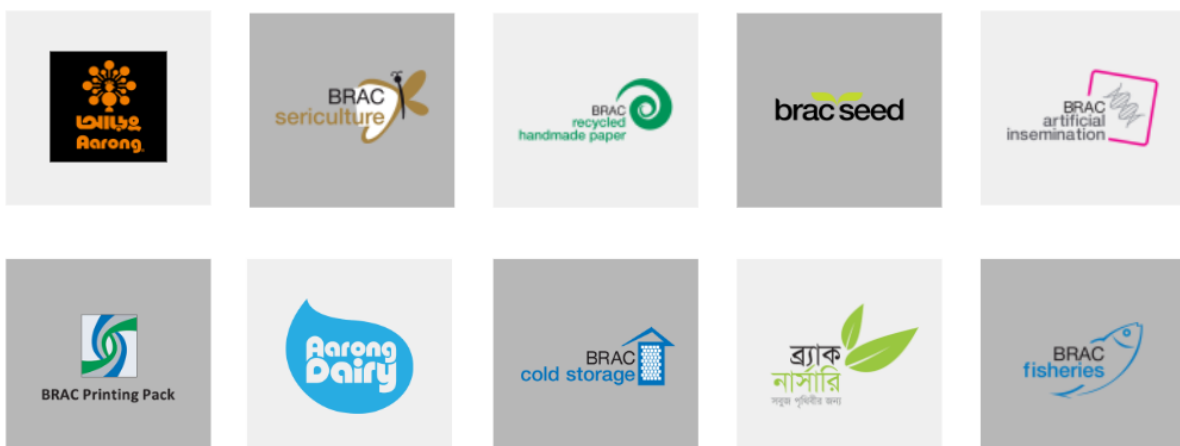
SOCIAL INVESTMENTS

Financial inclusion	   
Healthcare	
Technology	  
Livelihood	

2.2.3 BRAC Social Enterprises:

Solutions for social challenges and surplus for greater impact: Initiatives that engage individuals, micro and small enterprises as suppliers, producers, and consumers.

SOCIAL ENTERPRISES



BRAC works as a fuel for making the people living in poverty realize their potential. As people struggle with poverty, they fail to recognize who they are and what potential they have within

them. BRAC reaches out to these people, special the women's those who suffers the most due to socio-economic issues in Bangladesh as well as in the parts of the world. ‘

2.2.4 BRAC for empowering Women:

To support women's and women entrepreneurs BRAC has developed various programmes such as Gender justice and diversity programme, Community empowerment programme, Human rights and legal aid services programme, BRAC's social empowerment and legal protection etc. To support women BRAC has also developed enterprises like BRAC Sanitary Napkin and Delivery Kit. Up to 2021, In Microfinance programme about 87% of the total loan disbursed was taken by the women. In skills development programme about 55.08% of the learners are women. In Education programme out of 14 million students (about twice the population of Arizona) graduating from the school, 55% of them are women. Through HNPP, 651,762 pregnant women were supported by skilled attendants during childbirth.

Programmes	Impact on Womens
Microfinance	87% of the total loan disbursed was taken by the women
Skills development programme	55.08% of the learners are women
BRAC Education programme	out of 14 million students graduating from the school, 55% of them are women.
Health, nutrition, and population (HNPP)	651,762 pregnant women were supported by skilled attendants during childbirth.

Gender justice and diversity programme	91,286 adolescent girls reached through awareness efforts on health, nutrition, reproductive and sexual health issues
Community empowerment	9,000+ women of Polli Shamaj contested in elections and 2903 of them got elected.

Enterprises	Impact on women
Aarong	About 35,000 women artisans are employed in Ayesha Abed Foundation.
BRAC Sanitary Napkin and Delivery Kit	284 women works in 5 production centers.

To support Climate change and emergencies, BRAC has developed programmes like Climate change and Disaster risk management. To ensure Universal access to healthcare BRAC developed programmes like Health, nutrition, and population (HNPP) and Water, sanitation, and hygiene.

Vision: A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

Mission: Empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realise their potential.

2.2.5 Human resource practices:

The Human resource Department of BRAC is responsible for hiring, retaining, managing and firing the employees. Though they are not responsible for the training and development and onboarding the employees. Training and Onboarding of the employees are done by my department which is known as Learning and Leadership development department. Human resource of the company is not responsible for the interns rather the departments itself are responsible for the interns. Though the interns collect their stipends from the finance and accounts department. In a word, the HR department is responsible for hiring and retaining full-time employees and to work for the welfare of the employees.

2.3 Overview of the Flagship Programme:

BRAC Microfinance programme:

BRAC Microfinance at a glance



* As at March 2021

Microfinance is the first and the most significant programme which help Bangladesh in eliminating poverty throughout the country. Microfinance has introduced financial institution to the grass root of Bangladesh those who were not exposed to any sort of financial institutions. 1

out of 11 individuals in Bangladesh has no access to financial institutions and are not preferred to take a loan. Microloans that BRAC Microfinance programme mainly offers are:

- 1) Small Enterprise loan- Progoti
- 2) Loans for women- Dabi
- 3) Migrant loan- Progoti
- 4) Agricultural Finance

BRAC Ultra-poor graduation programme:



The main target of UPG is to uplift the people those are living under extreme poverty line and are suffering from food scarcity, inadequate health care, limited assets etc. UPG goes through a 24 month intervention by transferring assets, by providing technical training, by supporting savings for them, providing health care services as well as life skills training.

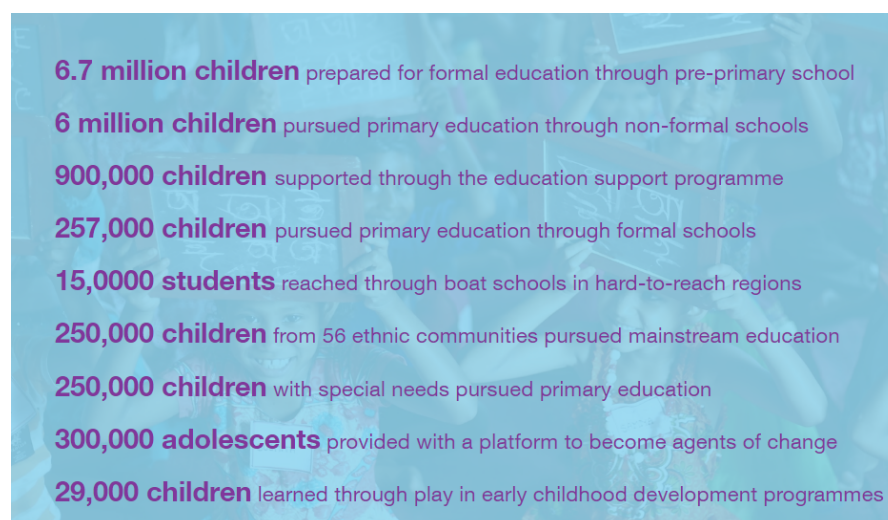
BRAC Health, nutrition and population programme:

BRAC Health, Nutrition and Population Programme at a glance



BRAC HNPP targets the people those are in healthcare crisis. About 5 million people in Bangladesh is dragged into poverty due to unwanted healthcare expenditures. People lacks from nutrition support, lacks from prenatal care, lacks from proper delivery facilities. BRAC has already reached those 110 million people those who were lacking from these issues. BRAC made 10 million couples adopt contraceptive methods. HNPP's health measure during Covid-19 pandemic was worth commendable.

BRAC Education programme:

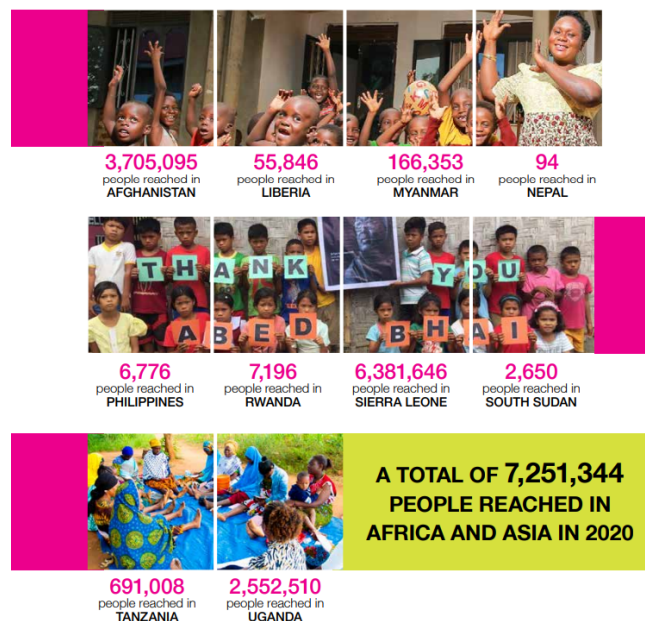


BRAC Education programme was the first in world to pioneer non-formal education in the world. BRAC is also world's largest provider of private secular education. It has touched about 6.7 million children where they got the service through pre-primary education, non-formal schools, Formal schools, mainstream education primary education along with early childhood development programme.

2.4 Other countries BRAC operates in:

Continents	Country
Caribbean	Haiti
Asia	Bangladesh, Pakistan, Nepal, Afghanistan, Philippines, Myanmar, Sri Lanka
Africa	Liberia, Uganda, South Sudan, Sierra Leone, Tanzania

OUR GLOBAL REACH BY COUNTRY, 2020



Reporting period: January - December 2020

2.5 BRAC University:

BRAC university is another Social Investment of BRAC that has aimed to reach the higher education and currently with an amount of student of 13,000. It offers 7 departments for the under graduation programme. It also offer post-graduation degree, for example, James P Grant School of Public health which idea is to improve the condition of Public health in Bangladesh. BRAC university contributes to the research of the country through BRAC Institute of Governance and Development, Centre for peace and justice, Centre for Entrepreneurship Development (CED) etc. It also offers a residential semester in Savar.

2.6 Industry and Competitive analysis:

2.5.1 SWOT Analysis:

Strength:

- 1) BRAC is the pioneer and the market leader in the market. BRAC is financed 73% from its own sources like social enterprises and investments other than taking donation. Even if BRAC receives lesser donation it can easily survive. Where other NGO's is only dependent on funds by donation and external sources
- 2) BRAC is only financed by donations and external sources by 27% which is quite low compared to its internal source. So it has been operating majorly by bits enterprises and investments.
- 3) BRAC Employees about 98,000 employee and has huge operation.
- 4) BRAC has reached to about 110 million people already.
- 5) It has already reached overseas and have entered into 13 other countries and operating there successfully.
- 6) It has big donars such as Directorate-General for International Cooperation (DGIS) and Government of the Netherlands / Embassy of the Kingdom of the Netherlands (EKN) as well as Bill and Melinda Gates Foundation (BMGF), DFID etc.
- 7) Idea generation of BRAC: Fro example the floating schools in remote areas are an example. Other than then departments like Social Innovation Lab(SIL) contributes

in the idea generation of the NGO. So they are always ahead of the competitors around the world

Weaknesses:

- 1) The pay structure of BRAC is less than the other competitors in the market. So they are failing in retaining dynamic employees.
- 2) It dissolves its enterprises whenever its necessity diminishes and leaves the market

Opportunities:

- 1) BRAC is already looking after 26 of its enterprises and has been successfully doing it for 50 years.
- 2) It has vast opportunity to look into the gaps for inventing more social enterprises.
- 3) It can introduce more product lines within their own organization where BRAC can directly help via other concerns
- 4) It can expand its other enterprises on scale of Aarong and BRAC Dairy.
- 5) It can shift its course on other needs that is going to come up on the future as it has a set of huge skilled employees within the organization.
- 6) BRAC has the opportunity in many countries internationally to work with war-torn countries like Syria, Yemen, Ukraine etc.

Threats:

- 1) As in for now BRAC is preparing to Afghanistan sue to the takeover of Talibans. They are failing to operate as one of the major aim of BRAC is women related and Talibans treats women and animals in the same way.
- 2) BRAC requires help and co-operation from the governments they work in. Or else they might have to face what they faced in
- 3) The Human resource of BRAC needs to identify the threats in employee 100,000 employees and needs to work on it.

2.7 Porter Five Forces Analysis:

The threat of New Entrants:

New entries are possible almost everyday and new NGO are coming up these in many forms. But no new entrants are a treat to BRAC as it has already established its 26 enterprise and several investments for which they get financed 76% internally.

So a new entrant cannot surpass 26 enterprise by only establishing today. It takes a huge to grow these big and to become the world largest non-profit organization.

The operations of BRAC in the field level is vast and vast is its number of employees deployed in the field. The framework that the regional offices and workers works within the supervision of the Head office is a strong chain. And to build such a gigantic operation would take a lot a time.

So in the words it can also be said that the experience that BRAC has now and the level of operation that BRAC operates can be only be surpassed only if the NGO's gains similar experience in the market.

So, the threat of new entrants is quite negligible for BRAC.

The threat of alternative product or services:

The services that BRAC is highly diverse. It starts from Microfinance to Urban development. It even deals with gender discrimination and Climate change. So there might be NGO's dealing with individual aspects but not in a whole.

So, the threat of alternative product similar to BRAC by a new entrant is quite not possible. BRAC offers their services to remote areas where reaching is hard and operations are more tailored than it looks.

There are existing Microcredit or Microfinance banks like Grameen bank in the market but as I said they are involved in an individual aspect not in whole. BRAC's Microfinance is the next step of Ultra-poor graduation programme. The next step after Microfinance can be considered as BRAC Bank or IPDC Finance. Moreover, after offering the Microfinance loans, BRAC also makes sure how they are utilized and how they sell their outputs. For example when a person takes loans from Microfinance, they take seeds from BRAC Argo and seeds, or if they take a cow, they sell their milk to BRAC Dairy. So BRAC doesn't only look into a particular problem.

**Bargaining power of the Customers or Client: **

The bargaining power of the client in case of such offerings is almost nil. As BRAC doesn't charge money for most of its service. For example, UPG and BRAC Education doesn't charge any money for its services. Most of it is dedicated for social work.

So, the question of bargaining power of Customer or Client seems negligible here.

Bargaining power of the suppliers:

The bargaining power of the supplier is relevant to the operations of BRAC. Though Microfinances people but it buys the seeds, milk, pottery, clothing etc. from them. So the bargaining takes place in relevant with the economic conditions of the country. If the capital required and the price of the raw materials increases they ask price of the commodity increases in the same rate.

Moreover, a huge amount of suppliers are related to the different programmes of the BRAC. For example BRAC Education requires stationary items as well as accommodation for offering the service and needs to deal with them accordingly. As all the services are for the poorest people on

the country nothing extravagant is required and therefore the bargaining power of the suppliers are just related to the inflation rate.

2.8 Conclusion:

From the SWOT and Porters five forces we come to the conclusion that if BRAC can utilize its opportunity and pushes their operation kore further they can bring something extra ordinary to the world.

As BRAC is the pioneer of this market and has been the number NGO in the world for the consecutive years, it can rise to such level that it cannot be touched at any sort. Any NGO which can surpass BRAC will bring betterment to the world but it would be only a dream.

Even though of its overwhelming success BRAC must also work with its weakness and threat so that they can do much better in the future and can reach to more people as they are doing right now.

2.9 Recommendation:

- 1) BRAC should utilize its resources to find gap where they can invest like they did in case of BRAC Bank, Guardian life insurance or Delta BRAC housing finance corporation.
- 2) BRAC can also find gaps to start new enterprises which can add more to its revenue. As BRAC receives a whopping 75% profit form Aarong alone.
- 3) BRAC can extend its operation to other countries such as countries in Middle-east and in Africa can be viable option.
- 4) BRAC can develop different methods to integrate its 100,000 employees.
- 5) BRAC can start new programmes dedicated for persecuted communities, transgenders etc.

- 6) BRAC can also take up programmes dedicated to cleanness of the country and waste management.

CHAPTER-3: Project part

3.1 Introduction

3.1.1 Background Information:

Aspects of an Onboarding: Onboarding deals with introducing or orienting new-comers or newly hired employees to the organization which helps them to blend within the organization. It helps them to socialize within the organization and help them to maintain a relationship in the future. An effective onboarding orientation helps the employees to gather information, to know the ins and outs, and to get to know the mission, vision, and culture of the organization. An onboarded employee feels motivated as he thinks he has enough information about the organization and is equipped with the tools and techniques. ‘

Onboarding as a mean to employee engagement and team-building: As all the freshly recruited employees and onboarded at the same time there are some sort of employee engagement involved which helps to get to know the other colleagues and their culture and there way to conduct the works. An effective Onboarding also involves different team building activities which help to rejuvenate their team building capacity, which benefits the employees as well as the organization in the long term. Proper communication in the orientation programmes helps an employee to develop good employee engagement prospects and team-building capacity.

Onboarding helps new employees feel confident and connected to their job: Onboarding helps employees feel confident about their job as they get to know about the organization more closely. They get close to the HR guidelines and toolkits. It may inform how to address, Culture of mutual respect, basic guidelines, leave policy, office hours, Salary, compensation, and benefits, probationary review etc. And when onboarding shows gestures to let them meet with leaders and values of the organization, they feel more connected to their job as well as remains satisfied.

Tailoring onboarding to different sets of employees: Not all the employees need the same onboarding orientation. It may differ from Executives to managers to remote workers. So, Onboarding is tailored in different methods to distinct set of employees for effectiveness. It may differ from position to position in different organizations.

Courses offered in BRACPEDIA: The employees are offered with 4 courses which the compulsory for them to complete. The courses are:

- Finance and Accounts
- Fraud Management
- Gender and Diversity
- BRAC Strategy

3.1.2 Problem statement:

Organization work in diverse ways to increase productivity. They set layers of training to make employees more skilled and focus on their development. But if the Onboarding of the organization is not up to the mark, then they might find it difficult to find employees for training purposes due to turnovers. Good onboarding helps to reduce turnovers and helps the employee to blend with the organizational culture and makes them confident about their job. As a result, the employees remain satisfied with their job, thus increasing productivity. Now the main question arises if the increasing productivity with Onboarding is effective. If Onboarding answers the question of employees being productive after completing the onboarding processes.

3.1.3 Objectives

Broad objectives: To find out the effectiveness of Onboarding for better productivity

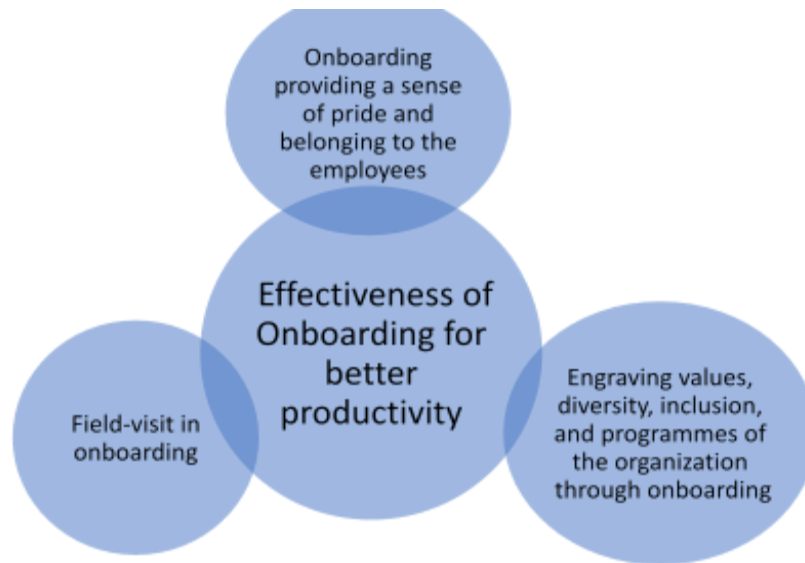
Specific Objectives:

1. To find out if Productivity is linked with Employee Engagement and Team building efforts in Onboarding
2. To find out if Productivity is linked with engraving values, diversity, inclusion, and programmes of the organization through onboarding.
3. To find out if Productivity is linked with Field-visit in onboarding.
4. To find out if Online sessions for onboarding amidst pandemic effects the productivity.

3.1.5 Conceptual Model:

The conceptual model is formulated by keeping "effectiveness of Onboarding for better productivity" as a dependent variable, and Employee Engagement and Team building efforts in Onboarding , engraving values, diversity, inclusion, and programmes of the organization through onboarding and if Productivity is linked with Field-visit in onboarding to be Independent Variable (IV).

Here is a demonstration of the conceptual model in a figure:



3.1.6 Hypothesis:

Key Independent variables	Hypothesis
Onboarding providing a sense of pride and belonging to the employees	1. Ho Onboarding providing a sense of pride and belonging to the employees does not impact the productivity H1: Onboarding providing a sense of pride and belonging to the employees positively impact the productivity
Engraving values, diversity, inclusion, and programmes of the organization through onboarding	2. Ho: Engraving values, diversity, inclusion, and programmes of the organization through onboarding does not impact the productivity. H1: Engraving values, diversity, inclusion, and programmes of the organization through onboarding Positively impact the productivity.
Field-visit in onboarding	3. Ho: Field-visit in onboarding does not impact the productivity. H1: Field-visit in onboarding positively impact the productivity

3.1.7 Significance of the report:

Selection of the topic: The topic will impact the effectiveness of the onboarding processes in the companies and will speak how productivity is linked with the onboarding processes of an organization.

Teachings after conducting the report: It will help us and my organization BRAC to understand the outcome of implementing the onboarding process with these specific variables and how it will affect the productivity of the new-employees within the organization.

New point-of-view: It will add a new dimension to look at the onboarding processes of the organization. It will emphasis on the onboarding conducting nature and will result if the effectiveness of the tools and techniques used while conducting the onboarding sessions.

Timeline of the report work:

Activity	Start date	End date
Internship tenure at BRAC.	9/01/2022	9/05/2022
Submission of research proposal	02/04/2022 2	08/04/2022 2
Finalize project proposal	08/04/2022 2	19/04/2022 2
1st draft submission of report	14/05/2022 2	14/05/2022 2
2nd draft submission of report	N/A	N/A
Submit Final Report	N/A	N/A
Present final report	17/05/2022 2 Onwards	N/A
Receive grade	N/A	N/A

3.1.8 Literature review:

Onboarding is said to be the bridge in between the company and the employee's bonding which is said to be long lasting when done effectively. Marjorie Derven (Management onboarding, 2008) noticed that an Onboarding speeds up the time to reach the desired productivity of the organization. Organizations receive frustrated employees and average ROI when they focus less on onboarding and orientation. An ineffective onboarding leads to longer new hire time-to-productivity and thus reduces the overall productivity of the organization. (Mark A. Stein and, Lilith Christiansen. 2010). Companies tend to recruit up-to-the-mark employees and leaders but most of the companies lack in providing quality onboarding. Which as a result doesn't help the organization to reach its goal and properly utilizing them when they cannot cope up with the prevailing cultural norms and expectations. When they get an effective onboarding, they are expected to get or sort things with almost no instruction and advice. (Mark Byford, Michael D. Watkins, and Lena Triantogiannis. 2017). An effective onboarding results in greater turnover, satisfaction, performance, and commitment. It also equips an organization with competitive advantage and increases its productivity as the employee blends itself into the organization culture and norms. (Bauer, T. N., & Erdogan, B. 2011). When turnover rate increases, the investments on the human capital that has been invested by hiring and training resources are volatilized in the same rate. According to Lynch & Buckner-Hayden (2010) the employees those who are effectively onboarded create greater value for the company as well as stay longer in the company than those who are onboarded traditionally.

3.2 Preliminary Methodology:

A survey-based questionnaire will be conducted including the three variables. As a result, the company will get to know how the onboarding process should be and how it should be conducted.

- The questionnaire will contain multiple-choice questions.
- The report will be based on Quantitative research.
- The questionnaires will be asked through online via google forms.
- For the questionnaire, the measure of a five-point Likert scale will be developed from (1= “Strongly disagree”; 5=” Strongly agree”).
- The respondent will be the employees getting onboarded in the 10th batch of BRAC Onboarding Orientation programme.

3.3 Finding and Analysis:

3.3.1 Analysis:

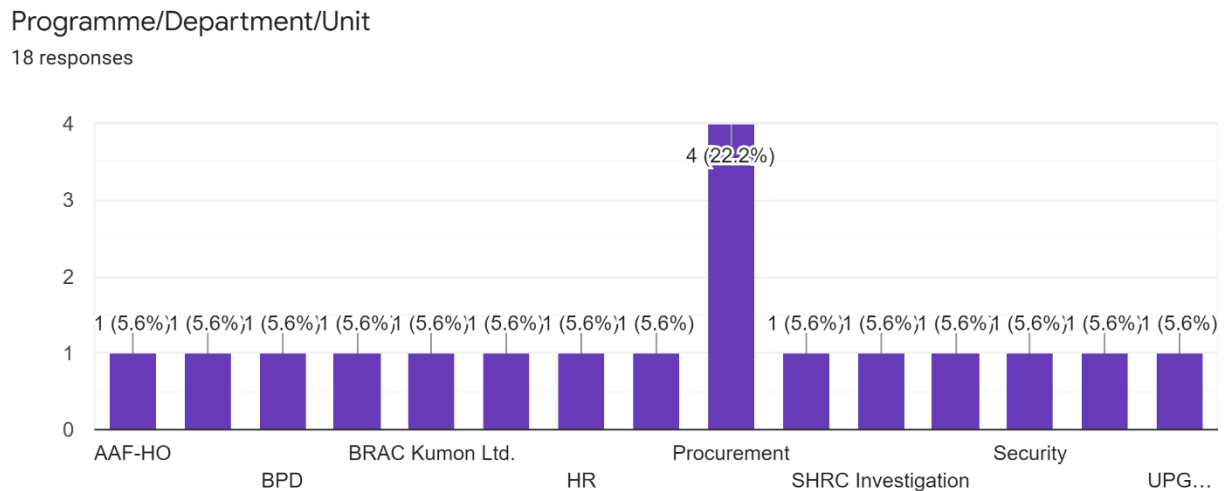


Figure:1

Interpretation: We have usually onboarded participants from 14 programmes and departments. We have also onboarded fresh recruitment from the enterprises like Aarong, BRAC Dairy, BRAC Agro and Seed etc. So, it is the number of departments that are onboarded on that particular batch.

1. The orientation gave me a strong sense of pride to be part of BRAC

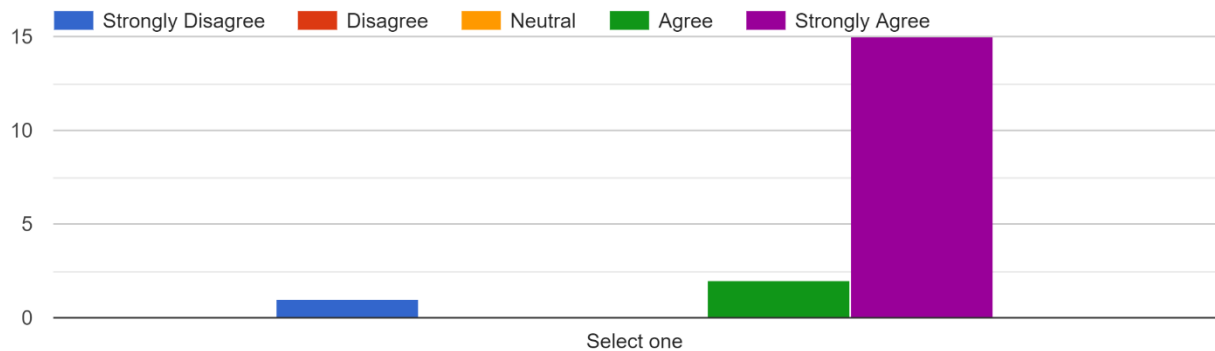


Figure:2

Interpretation: Among 17 participants, 15 replied that they strongly agree on the fact that this onboarding gave them a strong sense of pride to be part of BRAC. 2 responded that they agree that the orientation gave them a strong sense of pride to be part of BRAC. Only one of the participants disagreed. From this response, we can analyze that a strong and effective onboarding can make the employee feel that they belong in the organization and can gain a sense of pride.

2. I am more curious now to learn about BRAC in-depth.

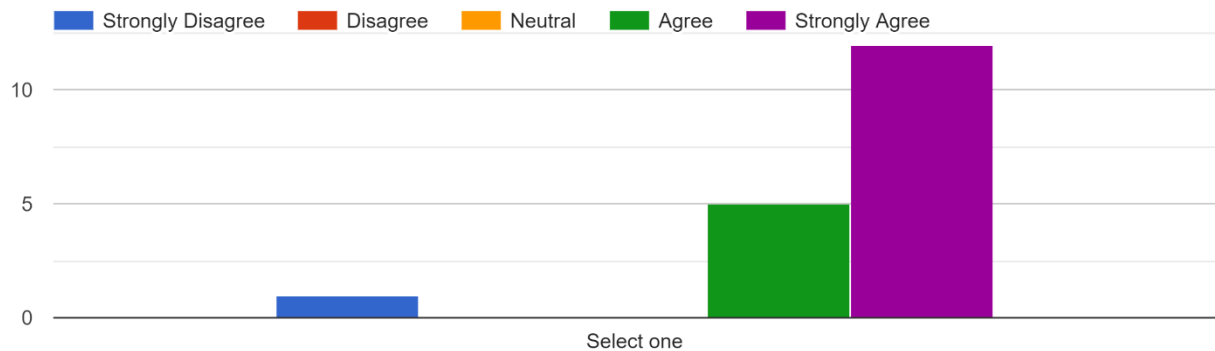


Figure:3

Interpretation: Out of 17 responded 12 participants think that they strongly agree with the fact that they are now more curious to learn more about the organization. They want to work more closely with all the aspects of the organization in an integrated way. 5 of them also agree on the same question.

3. I am motivated to champion and practice BRAC values.

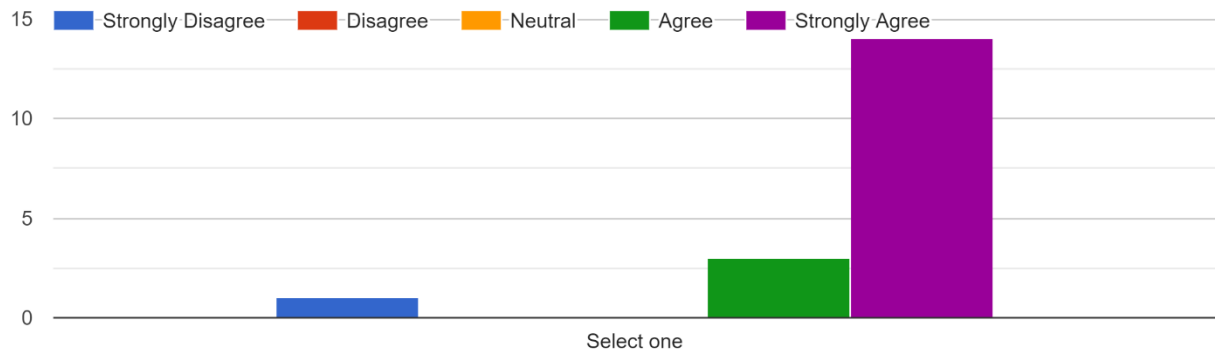


Figure :4

Interpretation: Out of 17 responded, 14 strongly agree on the fact they want to champion and the BRAC Values as a new employee. They feel motivated by the BRAC Values as they got to understand about the value through the onboarding sessions. 3 of them also agrees on the fact that they are motivated to champion and practice BRAC values.

4. I understand how I can contribute to BRAC mission and strategy from my position.

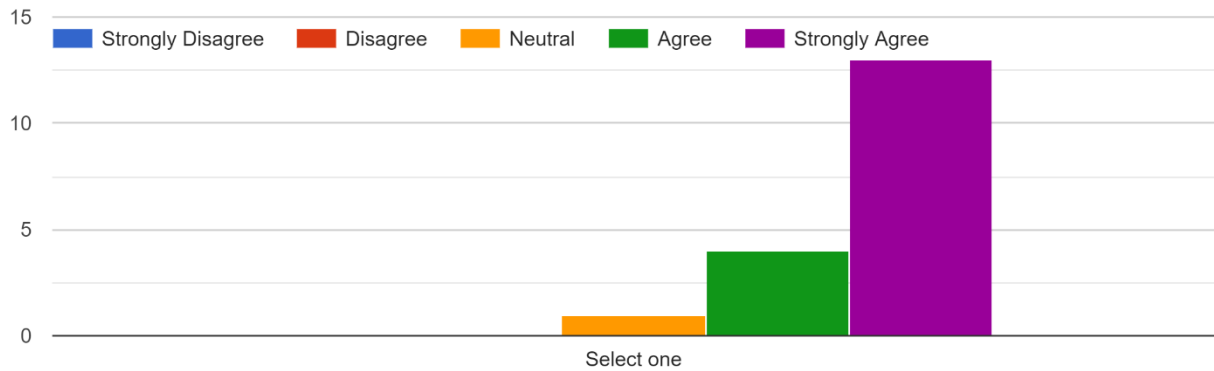


Figure:5

Interpretation: Out of 17 responded, 13 strongly agree that they understood the vision, mission and strategy of BRAC through the onboarding sessions and they now understand that they can contribute to BRAC mission and strategy from their own respective position and departments. 4 of the participants also agrees to the same question asked through the google form. Only 1 of the participants seems not to agree, which is negligible and her response reveals that she is from the HR department.

5. I will recommend the orientation to my colleagues.

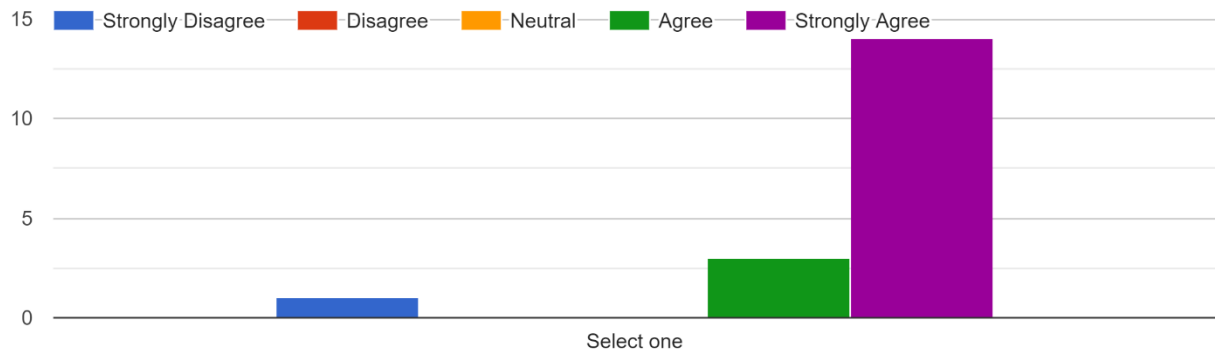


Figure: 6

Interpretation: Out of 17 responded, 14 of the participants think they recommend this one-month long onboarding orientation to their colleagues who will get freshly recruited. 3 of the participants also agrees on the same question. Whereas in, one participant disagreed as always.

6. The structure and format of the orientation were effective and provides a sense of inclusion

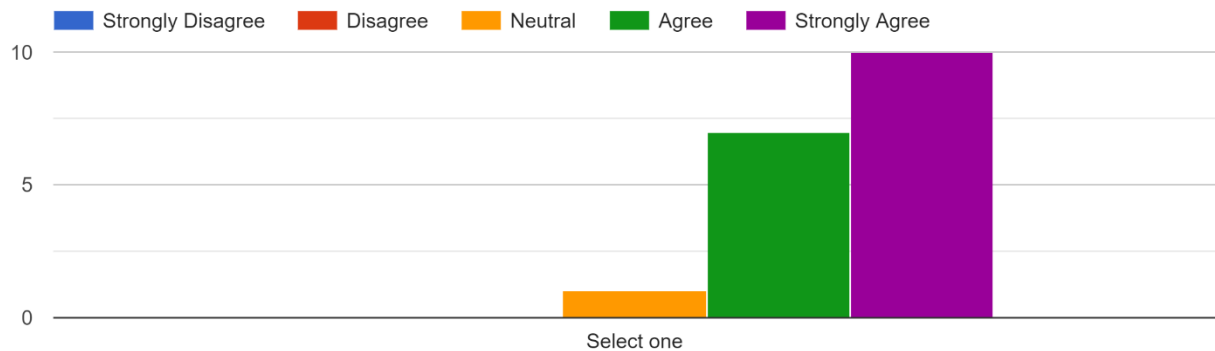


Figure:7

Interpretation: 10 of participants out 17 responded strongly agree on the fact that the structure and format of the orientation were effective and provides a sense of inclusion in the organization. 7 of them agrees on the same question where, 1 of the participants were neutral. I proves the fact that the such exclusive onboarding results in greater output and keeps the employees highly motivated in the long run.

Do you think the field visit was effective and help you for Employee engagement.

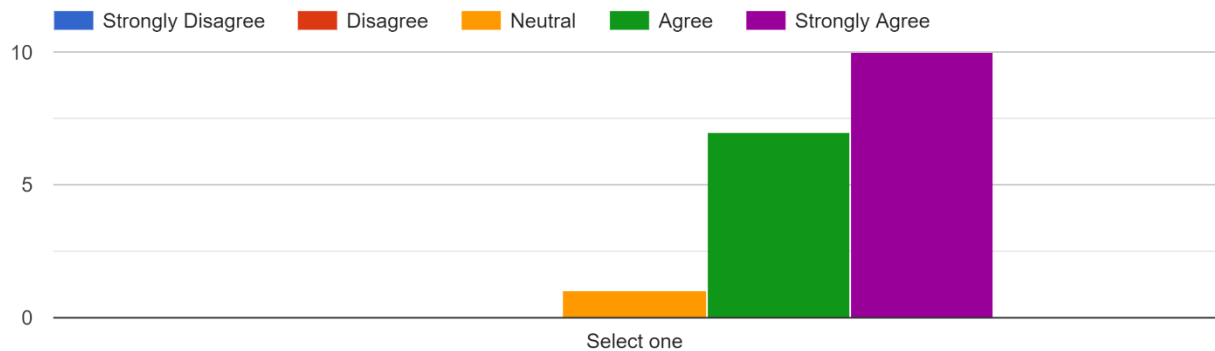


Figure: 8

Interpretation: 11 responded out of 17 participants strongly agrees that the field visit was effective for them and helped them for employee engagement and team building. 6 of the responded also agrees on the same question and again proves the fact a field visit is a part of an effective onboarding for the employees.

3.4 Major findings:

- Onboarding overall has increased the productivity of the employees those who got onboarded.
- Onboarding gives a strong sense pride to all the employees
- They now understand how they can contribute to Vision and mission of BRAC and how they can contribute to the strategy of the organization from his/her position.
- After onboarding employees are motivate to champion and practice BRAC Values
- The employees are now more curious to learn in-dept about BRAC
- Onboarding helps the employees to gain a sense of inclusion
- According to them, the structure and format of the orientation is effective.
- According to them, the field visit was also effective.
- Field visit helped them for Employee engagement.

3.5 Limitation:

- The onboarding procedure had few online sessions. And the participants has identified these as an back draw of the orientation process.
- They have also thought that the field should be conducted twice in order to understand the in-field scenario of the organization more clearly.
- Moreover, as the orientation process is one-month long the employees feels under pressure as they need to look after their work which they newly assigned to. Giving time for the sessions as well as for the orientation process some of the employees has also identified this as one of the limitations of the onboarding process.
- The facilitators for the sessions also coincide their work with the onboarding sessions which also limits the onboarding processes.

- Few of the facilitators sometimes lack on excellent public speaking gesture though they have worked in the organization for long years and have a good amount of experience.
- Facilitators are not offered with any incentives for the onboarding sessions, so they feel less motivated in conducting the sessions.

3.6 Conclusion:

The onboarding sessions are effective way to increase the productivity of the employees as they feel more connected with the organization as they receive a good amount of knowledge about the organization itself. It helps them to align with the strategy of the organization and feels motivated in to know more in-depth.

Onboarding helps them to know each other and also makes them aware about the company culture and how individuals and teams work. So, it takes no longer than one-month to know about BRAC and its values and in which direction they need to work in order to reach the vision and mission of the company. The employees also gets to understand the experience of the experienced employees who conducts the onboarding sessions as facilitators.

3.7 Recommendations:

- They can focus on minimize the time for the onboarding sessions
- They can also shift from one-month onboarding to 15 days onboarding.
- More concentration can be given on employees learning the HR policies other than only explaining them safeguarding issues.
- They can increase the amount of field visits.
- They can introduce some brainstorming sessions where they will innovate and will peach new ideas.

- They can also let them know about where other departments work in workplace scenario.
- They can give certificates those who do performs well in the orientation sessions.

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