

From Click to Commitment: How Digital Onboarding Systems Shape Employee Engagement Through Role Clarity

A Quantitative Investigation in the Data Analytics and AI Solutions Industry

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Abstract

Digital onboarding refers to how a company uses technology to integrate a new employee into their organization. This study examines how having a positive onboarding experience with digital tools can lead to employees' increased employee engagement. The study surveyed 150 employees in Data analytics and AI firm using a questionnaire. The survey analyzed how three dimensions of digital onboarding, ease of use, virtual communication, and employee confidence affect employee engagement. The study revealed that employee engagement is positively related to the ease of use and employee confidence dimensions of digital onboarding. The virtual communication dimension showed a positive significant impact than the other two (ease of use and employee confidence). It also demonstrated that having an understanding of the job role enhances both employee confidence and employee engagement. The study recommends that businesses implement digital onboarding tools that are user-friendly, promote effective communication, and foster employee confidence. By facilitating an understanding of their job role, companies can enhance employee work engagement and commitment to the firm, thereby improving overall productivity. The findings of the study imply that digital onboarding involves more than just utilizing technology but is crucial in ensuring that employees understand their roles and possess a sense of confidence that contributes to job performance and overall job satisfaction, with the studied firm being a case in point. Digital onboarding has become a standard element of contemporary business practices, and it is essential to optimize it for employees to perform optimally, as demonstrated by the three factors, ease of use, virtual communication, and employee confidence, in a digitally oriented company.

Keywords: Digital Onboarding, Employee Engagement, Role Clarity, Ease of Use, Employee Confidence, Virtual Communication

1. REVIEW OF LITERATURE

This study is rooted in the relationship between digital onboarding, clarifying one's role and engagement at work. Digital onboarding, which involves organizations using technology to assist in new employees' integration into the organization and its culture has, in the study conducted by Carucci (2021) and Bauer (2020), been shown to effectively ease employees' adjustment and lessen ambiguity.

As mentioned in Davis's (2020) paper concerning the Technology Acceptance Model, users will only engage with digital systems if they perceive it as easy to use. Similarly, in virtual communication, as addressed in the paper by Kniffin et al (2021), if employees can establish strong virtual communication ties, they are more likely to remain connected and engaged as telecommuting becomes more prevalent in work life. However, without strong communication lines, employees will experience loneliness and disconnection with their jobs.

As defined by Bandura (2021), self-efficacy is believing one can achieve a desired outcome. Employees who feel efficacious are also more motivated, more likely to learn more effectively, and perform better in their jobs. Engagement, or how deeply a person cares about their work, has been described as an energetic and focused dedication by Kahn (2020). This dedication is linked to how well employees are supported by their organization, how effective their leaders are and the level of support the company provides.

In this research study, an employee's role clarity is critical because without clarity about job responsibilities, employee's feel unsure of their abilities in job performing; with clarity of job responsibilities, employees are more likely to be both efficacious and engaged, as discovered by Rizzo et al (2020). Digital onboarding contributes significantly to the understanding of one's role and becoming engaged in one's work.

2. RESEARCH GAPS

Despite all the study undertaken, three gaps remain.

1. Much study has focused on things like technology acceptance and communication technology as standalone factors. They did not consider ease of technology use, effective virtual communication and the team's level of confidence as predictors of engagement during onboarding.
2. Few studies have focused on how role clarity can lead to engagement during onboarding. Most studies consider role clarity as an outcome rather than the manner by which onboarding can lead to engagement.
3. There is no framework that takes multiple influencing factors of onboarding into account. These include role clarity in work from home or hybrid working environments. This study aims to fill those gaps by proposing and testing a model on the relationship between several variables. These include digital onboarding, role clarity and employee engagement.

3. RESEARCH QUESTIONS

1. How do demographic factors, specifically age groups influence the level of employee engagement?
2. What is the nature of the relationship and interaction among the various drivers of digital onboarding?
3. Does digital-enabled onboarding drivers and role clarity collectively affect employee engagement?

4. OBJECTIVES OF THE STUDY

Primary Objective:

To examine and analyze the role of digital onboarding practices in enhancing employee engagement, with job role clarity as a mediating variable.

Secondary Objectives:

1. To investigate the influence of organizational profile on employee engagement.
2. To examine the relationships among digital onboarding drivers.
3. To analyze the mediating role of role clarity between digital onboarding practices and employee engagement.

5. HYPOTHESIS

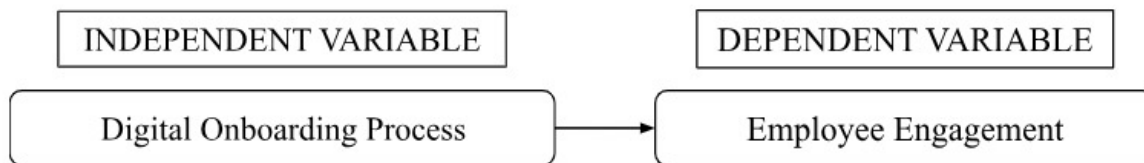
H₀₁: There is no significant difference in the mean scores of Employee Engagement across different Age groups.

H₀₂: There is no significant relationship between the factors of digital-onboarding process

H₀₃: Digital-enabled onboarding drivers and Role Clarity do not have a statistically significant predictive effect on Employee Engagement.

6. Research Methodology

CONCEPTUAL FRAMEWORK



Source: Author's own model

Particulars	Description
Research Design	Descriptive Research
Research Approach	Quantitative Research
Data Collection	Primary Data
Primary Data Source	Structured Questionnaire
Sampling Technique	Simple Random Sampling
Sample Size	150 Respondents
Statistical Tools used	Reliability Analysis, ANOVA, Correlation, Regression

7. DATA ANALYSIS

7.1 Reliability Analysis

All constructs demonstrated acceptable to good internal consistency, with Cronbach's Alpha values ranging from 0.735 to 0.819, all exceeding the recommended threshold of 0.70.

Factors	No. of Items	Cronbach's Alpha
Ease of use	5	0.819
Virtual Communication Effectiveness	5	0.735
Employee Confidence	5	0.744
Role Clarity	5	0.759
Employee Engagement	5	0.754

Table 1: Reliability Analysis Results

7.2 ONE-WAY ANOVA

ANOVA					
EE					
	Sum of Squares	df	Mean Square	F	Sig. ^a
Between Groups	1.274	5	0.255	1.070	0.380
Within Groups	34.293	144	0.238		
Total	35.567	149			
a. Confidence Interval: 95%					

7.3 CORRELATION ANALYSIS

Correlations				
		Ease of Use	Virtual Communication Effectiveness	Employee Confidence
Ease of Use	Pearson Correlation	1	.569***	.526***
	Sig. (2-tailed)		<.001	<.001
	N	150	150	150
Virtual Communication Effectiveness	Pearson Correlation	.569***	1	.462***
	Sig. (2-tailed)	<.001		<.001
	N	150	150	150
Employee Confidence	Pearson Correlation	.526***	.462***	1
	Sig. (2-tailed)	<.001	<.001	
	N	150	150	150
***. Correlation is significant at the 0.001 level (2-tailed).				

7.4 REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.646 ^a	0.418	0.401	0.37799	0.418	25.984	4	145	<.001

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.85	4	3.712	25.984	<.001 ^b
	Residual	20.717	145	0.143		
	Total	35.567	149			

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.099	0.372		2.95	0.004
	EOU	0.095	0.069	0.126	1.372	0.172
	VCE	0.05	0.076	0.052	0.65	0.517
	EC	0.236	0.079	0.236	2.989	0.003
	RC	0.383	0.079	0.383	4.839	<.001

8. FINDINGS OF THE STUDY

The study looked at how digital onboarding dimensions, such as Ease of Use, Virtual Communication, Employee Confidence and Role Clarity affect employee engagement. Digital onboarding dimensions and Role Clarity have an impact on employee engagement. Employee engagement is related to the ease of use and Employee Confidence which are parts of digital onboarding in a positive way. The Virtual Communication has a much bigger positive impact on employee engagement, than ease of use and Employee Confidence. Knowing what your job is, which is called Role Clarity makes employees more confident and engaged. The study found that digital onboarding and Role Clarity can predict employee engagement in a way. Also, the study found that age does not affect employee engagement. Moreover, the study measured things, including Ease of Use Virtual Communication, Employee Confidence, Role Clarity and Employee Engagement and found that they are all consistent and trustworthy.

9. PRACTICAL IMPLICATIONS

- The results give useful advice for businesses, especially those in data analytics and AI:
- System Design: Companies should use digital onboarding tools that are easy to use. This helps new employees accept technology easily.
- Communication Channels: Businesses need to focus on virtual communication methods. This is important for hybrid work settings to stop employees from feeling lonely and disconnected.
- Focus on Role Definition: Managers should use the onboarding period to explain job responsibilities. This clarity helps reduce confusion and increases employee confidence.
- Holistic Integration: Digital onboarding is more, than setting up technology. It is a tool to help employees feel supported. This helps build long-term commitment and productivity.

10. CONCLUSION

Digital onboarding has become a part of how companies' welcome new employees. It really affects how well they fit in with the company culture. This study finds that for digital onboarding to work well it needs to be easy to use have virtual communication and make employees feel confident. These things help create an understanding of their role. When organizations use these factors they can help new hires move from going through the motions online to really being committed to the company's goals. Giving employees the digital tools and a clear idea of what they need to do leads to them being more motivated happy with their job and engaged in their work. The digital onboarding process helps employees feel more connected to the company. It also helps companies make sure their new hires have a start.

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