

Impact Of Remote Onboarding on Organizational Attachment and Retention of It Employees

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Abstract— The rapid adoption of remote work in the IT sector has transformed traditional employee onboarding practices. Remote onboarding has become a crucial HR function influencing employee integration, organizational attachment, job satisfaction, and retention. This study examines the impact of remote onboarding on organizational attachment and retention among IT employees. The research investigates how virtual induction, communication, mentorship, technological support, and social integration affect employee commitment and intention to stay within organizations. A descriptive research design was adopted using both primary and secondary data. Primary data were collected through structured questionnaires from IT employees working in remote or hybrid environments. Secondary data were collected from journals, research articles, and industry reports. The findings indicate that effective remote onboarding significantly improves organizational attachment, employee engagement, and retention intentions. However, inadequate communication, lack of personal interaction, and weak cultural integration negatively affect employee commitment. The study recommends structured onboarding programs, virtual mentoring systems, regular feedback mechanisms, and hybrid onboarding models to enhance employee retention in the IT industry.

Index Terms— Remote onboarding, Employee retention, Organizational attachment, IT sector, Virtual onboarding

I. INTRODUCTION

The COVID-19 pandemic accelerated the transition from traditional office-based work to remote and hybrid work models across industries, particularly in the IT sector. Organizations increasingly adopted remote onboarding processes to integrate new employees into virtual work environments. Remote

onboarding refers to the process of introducing and training employees through digital platforms without physical workplace interaction.

In the IT sector, where employee turnover is relatively high, onboarding plays a critical role in developing employee commitment and organizational attachment. Organizational attachment refers to the emotional and psychological bond employees develop with their organization. Effective onboarding enhances employee confidence, communication, cultural understanding, and job satisfaction, which ultimately improves retention.

However, remote onboarding presents several challenges such as limited interpersonal interaction, lack of informal learning opportunities, communication barriers, technological issues, and feelings of isolation. Studies indicate that employees who experience ineffective onboarding are more likely to leave organizations early.

Modern organizations are therefore redesigning onboarding strategies to ensure employee engagement and long-term retention in remote work environments. The present study aims to analyze the impact of remote onboarding on organizational attachment and employee retention in the IT sector.

II. LITERATURE REVIEW

Human Resource Management

Mosquera and Soares (2025) stated that onboarding significantly influences employee retention and workplace well-being. Their study emphasized that successful onboarding creates stronger emotional attachment between employees and organizations.

A study published in the International Journal of Organizational Analysis explored remote onboarding from a four-component perspective and found that employee engagement and affective commitment improve when organizations provide structured virtual onboarding experiences.

Costa and Rodrigues (2025) examined onboarding and talent retention and identified workplace attachment as a major mediating factor between onboarding quality and employee retention intentions.

Research on software-intensive organizations showed that employees onboarded remotely during the pandemic were more likely to resign within their first three years due to weak organizational attachment and reduced social integration.

Studies related to remote work intensity also revealed that excessive remote work may reduce informal workplace learning and increase turnover intention when organizational support mechanisms are weak.

Employee satisfaction and retention in the Indian IT sector are strongly influenced by organizational support, employer branding, communication, and work culture.

Community discussions on remote work platforms further highlighted that structured onboarding plans, mentorship programs, virtual socialization, and continuous communication positively affect employee belongingness and confidence.

The literature indicates that remote onboarding is directly associated with organizational attachment, employee engagement, psychological safety, and retention outcomes.

III. RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive and analytical research design.

Sources of Data

Primary Data

Primary data were collected through structured questionnaires distributed among IT employees working remotely or in hybrid work environments.

Secondary Data

Secondary data were collected from:

- Research journals
- Articles
- HR reports

- Online databases
- Organizational studies

Sampling Method

Convenience sampling method was used.

Sample Size

A sample of 150 IT employees was considered for the study.

Area of Study

The study focused on employees working in IT companies in India.

Statistical Tools Used

- Percentage analysis
- Mean score analysis
- Correlation analysis
- Chi-square test
- Graphical representation

IV. OBJECTIVES OF THE STUDY

1. To study the impact of remote onboarding on organizational attachment among IT employees.
2. To analyze the relationship between remote onboarding and employee retention.
3. To identify challenges faced by employees during remote onboarding.
4. To evaluate employee satisfaction with virtual onboarding practices.
5. To provide suggestions for improving remote onboarding effectiveness.

V. DATA ANALYSIS AND INTERPRETATION

Table 1: Satisfaction with Remote Onboarding

Response	Number of Respondents	Percentage
Highly Satisfied	48	32%
Satisfied	62	41%
Neutral	21	14%
Dissatisfied	13	9%
Highly Dissatisfied	6	4%

Interpretation

The table indicates that 73% of employees were satisfied or highly satisfied with remote onboarding practices, suggesting that structured onboarding positively influences employee experience.

Table 2: Impact of Remote Onboarding on Organizational Attachment

Opinion	Respondents	Percentage
Strongly Agree	54	36%
Agree	59	39%
Neutral	18	12%
Disagree	13	9%
Strongly Disagree	6	4%

Interpretation

Most respondents agreed that effective remote onboarding strengthens organizational attachment and improves employee engagement.

Table 3: Remote Onboarding and Retention Intention

Response	Respondents	Percentage
Positive Impact	97	65%
No Impact	26	17%
Negative Impact	27	18%

Interpretation

Most employees believed that remote onboarding positively influences their intention to remain with the organization.

VI. RECOMMENDATIONS

- Organizations should implement structured remote onboarding programs with clear schedules and objectives.
- Virtual mentorship programs should be introduced to improve employee guidance and social connection.
- Regular communication and feedback sessions should be conducted to reduce employee isolation.
- Hybrid onboarding models combining virtual and in-person interactions should be encouraged.
- HR departments should provide technological and emotional support to new employees.
- Organizations should create virtual team-building activities to strengthen workplace relationships.

VII. IMPLICATIONS OF THE STUDY

The study provides practical insights for HR managers and organizations regarding the importance of remote onboarding in employee retention. It highlights the role of organizational attachment in reducing turnover intention among IT employees. The findings can assist organizations in designing effective onboarding

policies that improve employee satisfaction, engagement, and long-term commitment.

The study also contributes to academic research in Human Resource Management by exploring emerging workplace practices in remote and hybrid work environments.

VIII. FUTURE SCOPE OF THE STUDY

1. Future studies can compare remote onboarding with traditional onboarding methods.
2. Research can be extended to other sectors such as banking, healthcare, and education.
3. Further studies may examine the psychological effects of remote onboarding.
4. Longitudinal studies can analyze long-term retention trends among remote employees.
5. Future research can explore the role of AI-based onboarding systems in employee engagement.

IX. CONCLUSION

Remote onboarding has become an essential organizational practice in the modern IT industry. The study concludes that effective remote onboarding positively influences organizational attachment and employee retention. Employees who receive structured communication, mentorship, technical support, and social interaction during onboarding are more likely to feel connected to the organization and remain committed for longer periods.

However, ineffective onboarding practices may lead to isolation, reduced engagement, and higher turnover intentions. Organizations must therefore invest in comprehensive onboarding strategies that promote employee inclusion, psychological safety, and organizational culture in virtual work environments. The success of remote work environments largely depends on how effectively organizations integrate employees during the initial stages of employment.

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