

## Social impact of recruitment and selection strategies in fostering an inclusive onboarding process

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**Abstract:** This study evaluates the importance of recruitment and selection strategies for successful onboarding, that is, the integration of new employees. A quantitative method of a descriptive nature is adopted, with an online questionnaire used to collect data. To answer the question ‘What is the impact of the recruitment and selection process on the success of onboarding/welcoming new employees?’, we analyze three variables, explored through subthemes, to investigate and interconnect the impact between the three. This is a cross-sectional study, suitable for describing and analyzing the predominance of certain population characteristics and the relationship between different variables at a given time. Human resource management (HRM) is crucial for any organization. Over the years, HRM has evolved and gained prominence in modern organizations, ensuring social impact and enabling people’s inclusion.

**Keywords:** Collaborators, Human resources, Onboarding, Recruitment, Selection, Social.

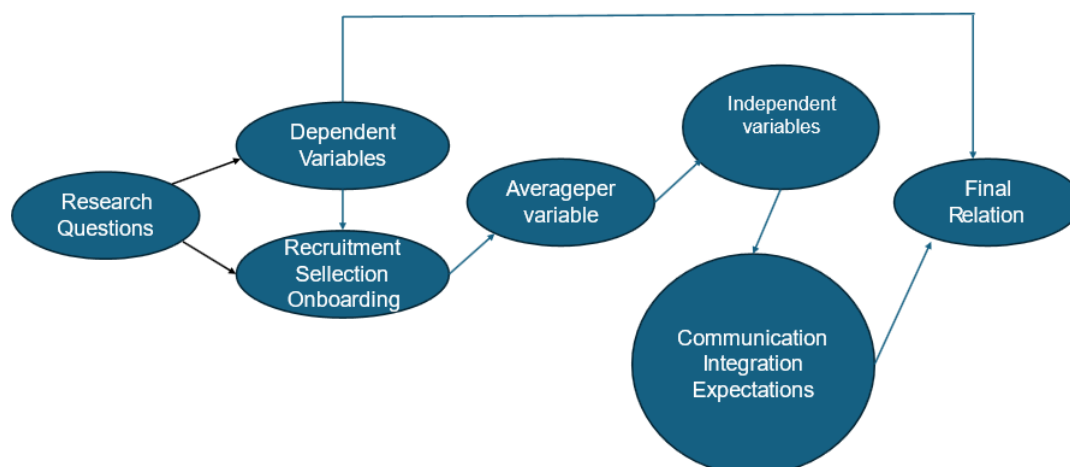
**JEL Classification:** D21; D31.

### 1. Introduction

This study investigates and analyses the impact of recruitment and selection (R&S) strategies on the process of onboarding (welcoming and integrating) new employees. We will start with a brief contextualization of the evolution of human resource management (HRM). According to Rego et al. (2015), HRM increasingly consists of strategically using human talent at different levels of an organization to create and sustain competitive advantages. Moreover, Rego et al. (2015) define recruitment as a process by which an organization seeks to attract people who can effectively and efficiently perform organizational functions. Further, the authors interpret selection as a process through which an organization chooses people who will work there.

According to Chiavenato (2014), integrating the R&S process into the welcoming and integration process can promote an adequate and effective transition for new employees. Furthermore, the author emphasizes that guiding means directing and providing direction to someone.

The primary research question aims to understand how the R&S process can contribute to the successful integration of new employees and the impact of the process on the success of onboarding/welcoming new employees.



**Figure 1.**  
Conceptual framework.

The interest in this topic comes from the perception that organizations greatly need quality human resources, as Chiavenato (2014, p. 46) points out: 'having people does not necessarily mean having talents.' This observation underscores the necessity of effective R&S practices. Chiavenato (2014) supports this idea, contrasting it with the statement 'a talent is always a special type of person: one who has skills. And not every person is always talented. To be a talent, a person needs to have some competitive advantage that values them.'

For this purpose, we have designed a conceptual framework in order to understand how the main independent variables impact the results of the main dependent variables, listing the dependent variables as recruitment, selection and onboarding. The independent variables as communication, integration of new people and expectations management.

Selase (2018), drawing on the work of the National University of Ireland (2006), notes that recruiting and selecting new employees provide an opportunity for an organization to present itself in a favourable light. In this context, it makes perfect sense to conduct an empirical study allowing an analysis of existing theories while collecting concrete data and performing analyses using quantitative data, which contributes to enhanced understanding. This research does not exclusively focus on a bibliographical review but also aims to contribute new knowledge resulting from an analysis of data obtained through research.

So, the main managerial problem is related with the onboarding process, that has a significant influence from the previous practices among all value chain, of recruiting new people to the companies, according to our theoretical framework, the authors will try to find out how this influence can create a better-quality headcount in the organizations.

## 2. State of the Art

Marras (2016) reports that organizations at the beginning of the 21st century faced unique situations due to historical events in the post-modern era. Drastic changes in technology, economy, and market required creative and courageous strategies from leaders to deal with transformations on a scale and speed never seen before.

Hence, the choice of candidate is crucial for continuity, and selecting the most suitable candidate for a role is essential. Rego et al. (2015) note the quality of recruitment influences the calibre of people that a company can attract for subsequent selection. Further, Chiavenato (2014) defines the concept of recruitment as a process by which an organization attracts candidates from the recruitment market for selection. Moreover, Chiavenato believes that recruitment is a communication process which fundamentally involves attracting candidates to be selected.

As Selase (2018), citing Opatha (2010), notes, recruitment is attracting and acquiring suitably qualified individuals to fill vacancies and job positions in an organization. During the recruitment process,

it is essential for an organization to objectively define the skills and qualifications necessary to perform the specific functions of the position to which the recruitment relates. Identifying the requirements of a position attracts candidates during the recruitment process. Depending on an organization's strategy, recruitment can be internal, external, or mixed.

According to Esteves and Oliveira (2023), employer branding represents an organization's image and how it is evaluated in the job market, based on this line of thought, all organizations have an employer brand.

According to Camara et al. (2013), the recruitment process does not follow a fixed pattern, before starting the recruitment process, the most appropriate strategy for a need must be defined.

Rego et al. (2015) explain that companies with defensive strategies (i.e. companies that want to maintain their secure position in the market instead of expanding) often opt for the process of internal recruitment. However, this process requires adherence to certain guidelines.

Marras (2016) explains that the practice of internal recruitment must be transparent, with clear policies and procedures utilized throughout an organization, thus guaranteeing employee equity and trust. When the organization communicates an open position clearly and transparently, employees feel included in the recruitment process.

Marras (2016) notes internal recruitment offers multiple opportunities and cites Henry Ford, who announced 'at Ford, when a director leaves, an office boy enters'. This statement reinforces the idea that internal recruitment is the best choice. Camara et al. (1997) contradict the thinking of Marras (2016) and regard the delay in the process of internal recruitment as a disadvantage. Marras notes that internal recruitment takes longer than resorting to external recruitment. Once internal candidates are selected for new roles, they have to perform multiple functions for some time.

According to Chiavenato (2014, p. 161), the socialization or onboarding process is 'the way in which the organization welcomes new employees and integrates them into its culture, its context and its system, so that they can behave in a manner appropriate to the organization's expectations.'

Reinert et al. (2012), based on the thinking of Van Maanen and Schein (1979), the socialization process always involves the transmission of information and values to new employees, building upon the work of Berger and Luckmann (1983) and Van Maanen and Schein (1979), report that socialization always takes place in the context of a new specific social structure, such as a new organization. Moreover, Caetano and Vala (2007), building upon the work of Maanen (1989), note that 'it is possible to identify a comprehensive concept of organizational socialization, as it applies to any individual movement within an organization' (p. 305). Additionally, Caetano and Vala believe that personal success or failure is largely influenced by the social relationships that develop from the day of admission.

Exploring the interpretation of Louis (1980), Caetano and Vala (2007) describe the most common socialization ideas such as role adaptation or learning and transition from being an external member of an organization to an integral member. The latter authors define socialization as the process through which new employees internalize and recognize the values, skills, and behaviours essential for integration as effective members of a new organization.

Procedures such as the use of a reception manual are considered highly important by several authors. Moreover, the induction manual provides important information to new employees about an organization, its policies, procedures, and culture, allowing them to quickly internalize concepts relevant to their future. Furthermore, according to Caetano and Vala (2007).

Providing new employees with excessive information on the first day may be inadvisable. Instead, dividing the information over the first few days could be less exhausting to a new employee and a more effective approach (Rego et al., 2015).

Basaglia (2019), based on his interpretation of Bauer et al.'s (2017) ideas, says that the onboarding process should be considered an investment. Onboarding lasts for up to a year, thus enhancing the knowledge and motivations of the new member of an organization. Due to the time required to adapt, joining a new organization is one of the most stressful phases in any candidate's professional career. The first 30 days are central to defining the new employee's future in the organization. Furthermore, Maurer (2015) notes that the period between the third and sixth months of employment has the highest employee turnover, with an average attrition rate of 17%.

### 3. Methods

We based the present study on the following authors: Sauders and Tosey (2016), Lancaster (2005), and Townsend et al. (2018), we chose an empirical approach and used a quantitative method of a descriptive nature. This choice aligned with the research objective, which is to analyse measurable data and identify quantitative patterns related to recruitment, selection, and onboarding.

To comprehensively collect data, we utilized an online questionnaire, allowing us to reach a great number of participants quickly and guaranteeing their confidentiality. The study was carried out using the cross-sectional method to analyse the R&S and onboarding process. This type of study is appropriate for describing and analysing the predominance of certain population characteristics and the relationship between different variables at a given time.

Using a quantitative methodology, we learned about each participant's perception of their R&S process and onboarding, allowing an extensive analysis and enhanced understanding of each participant's experience.

This research considered three variables: recruitment, selection, and onboarding. To obtain data, a 5-point Likert scale was used, in which participants indicated their level of agreement or disagreement with different answers, with 1 = totally disagree and 5 = totally agree. Moreover, all work presented throughout this monograph was guided by rigor and ethics, and the confidentiality of each participant in the questionnaire was respected.

We provided a complete description of the study design process in question. When defining the starting question, the research objectives and hypotheses are stated, the study aimed to answer the initial question, what is the impact of the R&S process on the success of onboarding/welcoming new employees? Through the research design, the types of studies explored for research were identified to achieve the expected results and conclusions.

Reis (2018) defines a research scheme as the schematic demonstration of the path developed during a study. According to the author, the phases of an investigation can be designated as conceptualization, methodology, and empiricism.

This study aimed to understand individuals' perception of the impact of the R&S process on onboarding/welcoming and integrating new employees into an organization, an issue raised in the starting question. This study has an exploratory opinion research nature. The aim was to understand the perceptions and opinions of participants through an online questionnaire.

Bortoloti (2015, p.144) describes the questionnaire as a method of collecting data in which questions are asked in writing to individuals who part of the population is to be studied, aiming to understand opinions, expectations, and other factors relevant to the study:

For the objectives to be satisfactorily achieved and the questionnaire not to become a mere prop within the research, the questions must be well written and translate the research objectives.

Therefore, when preparing the questions, the researcher needs to consider the form, content, the choice, the formulation, the quantity, the order and the deformations.

Through this study, we intend to contribute to an understanding of the topic and present ideas for future research, this investigation aims to investigate the research problem in a broad and unstructured way to generate ideas and hypotheses and provide ideas for in-depth research.

Exploratory research aims to carry out studies based on real situations and seeks to obtain insights through observation or description of an idea or concept (Reis, 2018). We opted for descriptive quantitative research because all data is considered quantifiable, that is, the opinions and information provided by individuals can be transformed into numbers.

The objective of this study and questionnaire is to understand the population's opinions, therefore, we chose criteria that were considered relevant to the research. Questions related to demographic data are important in defining the profile of the audience that participated in the questionnaire.

All participants had to be between 16 and 82 years old. We chose 16 years because it is the minimum age required to work legally and 82 years because we deemed it important to know the opinion of the older population on the research topic. Further, gender also seemed significant to us to enable us to understand whether perceptions across genders are homogeneous. The third factor we considered as a

criterion was the educational qualifications of the respondents, which enabled us to understand whether perceptions vary with each individual's background.

The Likert scale was chosen because it allows the responses to be quantified in a structured way, facilitating statistical analysis and data comparison. The Likert scale was developed by psychologist Rensis Likert in 1932. The scale enables participants to indicate their level of agreement or disagreement with a series of statements.

An ordinal scale from 1 to 5 was chosen, where 1 = totally disagree and 5 = totally agree. Costa Júnior et al. (2024), building upon the work of Singh (2006), describe the Likert scale as a set of items that participants respond to. Participants use the scale to indicate their degree of agreement or disagreement with specific statements about a real or hypothetical situation. These responses allow participants to comprehend a statement under analysis. Therefore, the statements combine to reveal the particular dimension chosen concerning a topic addressed.

The total number of participants in the questionnaire was 62. The sample size was key in statistically analysing the results obtained. The sample size is important in ensuring reliable statistical analysis. The larger the sample, the greater the probability of detecting relevant statistical differences. Sample size plays a fundamental role in determining the validity and interpretation of study results.

We both agree that ethical behaviour is related to self-love. We both believe that people who feel good about themselves fulfil the indispensable condition for resisting pressure from outside and for doing what is right rather than what is merely convenient, popular, or profitable. We believe that in any business, strong morale is half the battle to success. We believe that ethical managers are champion managers. (Vicente, as cited in Dias, 2014, p. 90)

Considering the quote above, which I identify with, it is important to emphasize that this work was done to contribute to the wealth of knowledge available. This research was undertaken rigorously, and confidentiality was maintained, the information collected in the questionnaires will be used solely for this study.

According to Gil (2002), protecting the identity of participants is one of the main ethical challenges in research projects. By adopting practices that comply with anonymity and confidentiality, we adhered to our moral responsibilities during project preparation and maintained integrity.

The study involved 62 participants (N=62). The data were obtained through an online questionnaire using Google Forms. The questionnaire consisted of 19 questions and was available from May 5<sup>th</sup> to June 6<sup>th</sup>, 2024. After the period for responding, the data was recorded and saved online using Google Forms for later analysis through the statistical software Statistical Package for the Social Sciences (SPSS).

Gil (2002) notes that statistics alone are insufficient to interpret data: a consistent theoretical basis is necessary for a correct interpretation of data. A researcher must be able to establish a link between the empirical results obtained and existing theories to support the interpretation of data.

Of the study's 62 participants, 58.1% were female, and the remaining 41.9% were male. The age of the interviewees ranged from 16 to 82 years, with a mean of 38.61 years (Appendix A) and a standard deviation of 10.76 years, indicating a small tendency for ages to be lower than the average because the median is greater than the average, presenting a negatively asymmetric distribution. Regarding the level of education, 38.7% of the participants had high school education, 37.1% had a bachelor's degree, 11.3% had a master's degree, 4.8% had a doctorate, and the remaining 8.1% had done other courses. Concerning gender, the female gender (58.1%) had a higher representation in the responses to the questionnaire.

These variables were analysed using statistical techniques such as bivariate test analysis, with measures of dispersion such as Pearson's correlation coefficient, the methodology guaranteed the validity and reliability of the results.

#### 4. Results

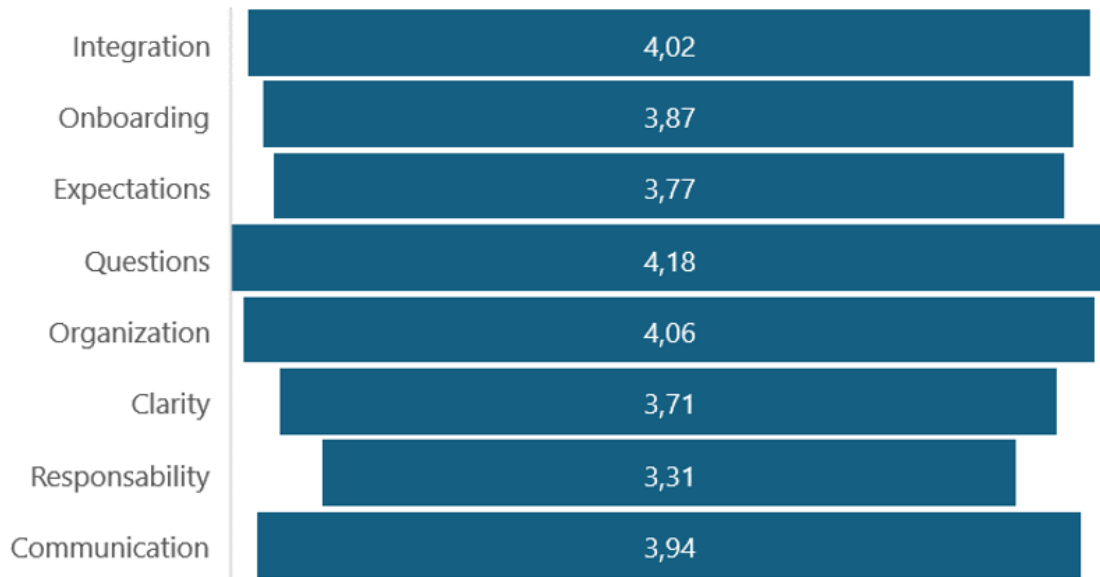
All analysis was performed using Pearson's correlation coefficient developed by Karl Pearson (1857–1936). This test measures the statistical relationship between two continuous variables and is suitable for analysis.

The Pearson correlation coefficient ( $r$ ) ranges from -1 to +1. A value of 0 indicates that there is no association between two variables. A value greater than 0 indicates a positive association, that is, as the

value of one variable increases, the value of the other variable also tends to increase. A value less than 0 indicates a negative association, that is, as the value of one variable increases, the value of the other variable tends to decrease.

The conjugation of (r) and p-value, which help determine the statistical significance of the correlation, are essential tools for analysing and interpreting the relationship between two continuous variables.

The sample collected from the questionnaire was 62 observations ( $N = 62$ ) for all questions. We consider this sample size reasonable and sufficient to provide a strong analysis.



**Figure 2.**

Average per variable results.

Throughout our analysis of correlations, we will not refer to the significance of the sample size, as it was already considered adequate for the study.

The correlations analysed between variables are the most impactful for analysing and obtaining answers to the question 'What is the impact of the recruitment and selection (integration) process on the success of onboarding/welcoming new employees?'

**Table 1.**  
Correlation of integration and onboarding.

		Correlation	
		Integration	Onboarding
Integration	Pearson		<b>0,349</b>
	P - factor		<b>0,005</b>
	N		<b>62</b>
	Std Dev	<b>0,735</b>	
Onboarding	Pearson	<b>0,349</b>	
	P - factor	<b>0,005</b>	
	N	<b>62</b>	
	Std Dev		<b>0,839</b>

Pearson's correlation between the questions, 'if the R&S process was positive for integration into the organization' and 'if the information provided during onboarding was sufficient to understand the role in the organization' is  $(r) = 0.349$ . This is a moderate positive correlation, that is, as integration improves, onboarding also tends to strengthen and vice-versa.

The p-value of 0.005 is less than 0.05, indicating that the correlation is significant at the 5% level. This means that the observed correlation is not due to chance. Thus, we can reject the null hypothesis (that there is no correlation) with 95% confidence.

The average for the question 'if the R&S process was positive for integration into the organization' is slightly higher than the average for the question 'if the information provided during onboarding was sufficient to understand the role in the organization', which may indicate that study participants rate integration slightly better than they rate onboarding.

The standard deviations are close, but the standard deviation for onboarding (0.839) is slightly higher than for integration (0.735). We conclude that opinions about onboarding are somewhat diverse. Moreover, some people may find the onboarding process a highly positive experience, while others may find it less favourable. On the other hand, opinions on integration are uniform.

Based on the correlation table, it was possible to carry out the following analysis:

**Table 2.**  
Correlation of expectations and onboarding.

		Correlation	
		Expectations	Onboarding
Expectations	Pearson		<b>0,517</b>
	P - factor		<b>0,001</b>
	N		<b>62</b>
	Std Dev	<b>0,688</b>	
Onboarding	Pearson	<b>0,517</b>	
	P - factor	<b>0,001</b>	
	N	<b>62</b>	
	Std Dev		<b>0,839</b>

Pearson's correlation between the questions 'Do you consider that the expectations you created during the R&S process corresponded to the reality of onboarding?' and 'if the information provided during onboarding was sufficient to understand the role in the organization' is  $(r) = 0.517$ . This is a moderate positive correlation, that is, as expectations increase, the perception of effective onboarding also tends to improve and vice-versa.



If the p-value is less than 0.001, the observed correlation is highly significant, meaning there is less than a 0.1% chance that this correlation is due to chance. At a significance level of 0.01 (1%), we can say with 99% confidence that there is a real correlation between expectations and onboarding.

The averages show that, generally, the answer to the question ‘Do you consider that the expectations you created during the R&S process corresponded to the reality of onboarding?’ is slightly lower (3.77) than it is concerning to the question, ‘if the information provided during onboarding was sufficient to understand the role in the organization’ (0.839).

The standard deviation of 0.688 is low for expectations, which could indicate great consistency concerning expectations. We conclude that opinions about onboarding are slightly diverse. Moreover, while some people may find the experience highly positive, others have a less favourable experience. Conversely, opinions about expectations are not highly variable.

Based on the correlation table, it was possible to carry out the following analysis:

**Table 3.**  
Correlation of questions and organization.

	Correlation	
	Questions	Organization
Questions	Pearson	<b>0,608</b>
	P - factor	<b>0,001</b>
	N	<b>62</b>
	Std Dev	<b>0,736</b>
Organization	Pearson	<b>0,608</b>
	P - factor	<b>0,001</b>
	N	<b>62</b>
	Std Dev	<b>0,744</b>

Pearson’s correlation between the questions ‘Did you have the opportunity during the selection process to ask questions about the organization?’ and ‘Does the onboarding process contribute to a better understanding of the organization’s work environment?’ is  $(r) = 0.608$ . This is a strong positive correlation, meaning that, generally, as the opportunity to ask questions increases, the perception about the work environment gained during the integration process also tends to increase and vice-versa.

If the p-value is less than 0.001, the observed correlation is highly significant, meaning that there is less than a 0.1% chance that this correlation is due to chance. At a significance level of 0.01 (1%), we can say with 99% confidence that there is a correlation between the two questions.

The averages show that people give slightly greater importance to asking questions (4.18) than understanding the organization’s environment (4.06). However, the standard deviations are very close, meaning opinion about the two topics has similar relevance.

Based on the correlation table, it was possible to carry out the following analysis:



**Table 4.**  
Correlation of organization and onboarding.

		Correlation	
		Organization	Onboarding
Organization	Pearson		<b>0,565</b>
	P - factor		<b>0,001</b>
	N		<b>62</b>
	Std Dev	<b>0,744</b>	
Onboarding	Pearson	<b>0,565</b>	
	P - factor	<b>0,001</b>	
	N	<b>62</b>	
	Std Dev		<b>0,839</b>

Pearson's correlation between the question 'Does the integration process contribute to a better understanding of the organization's work environment?' and 'If the information provided during onboarding was sufficient to understand the role in the organization' is  $(r) = 0.565$ . This is a strong positive correlation, meaning that, generally, as understanding of the work environment increases, perception of the information provided during onboarding improves and vice-versa.

If the p-value is less than 0.001, the observed correlation is highly significant, meaning there is less than a 0.1% chance that this correlation is due to chance. At a significance level of 0.01 (1%), we can say with 99% confidence that there is a real correlation between the questions.

The averages indicate that, generally, people consider the integration process to be slightly more important for understanding the organization's environment than they do the information provided during onboarding. Further, the standard deviation reveals that opinions about understanding the organization's environment are slightly invariable in the classification given to organizational problems.

Based on the correlation table, it was possible to carry out the following analysis:

**Table 5.**  
Correlation of expectations and clarity.

		Correlation	
		Expectations	Clarity
Expectations	Pearson		<b>0,459</b>
	P - factor		<b>0,001</b>
	N		<b>62</b>
	Std Dev	<b>0,688</b>	
Clarity	Pearson	<b>0,459</b>	
	P - factor	<b>0,001</b>	
	N	<b>62</b>	
	Std Dev		<b>0,776</b>

Pearson's correlation between the questions 'Do you consider that the expectations you created during the R&S process corresponded to the reality of onboarding?' and 'The information provided during the selection process was clear and concise concerning the organization's culture' is  $(r) = 0.459$ . This is a moderate positive correlation, meaning that, generally, as expectations created during the R&S process increase, the perception of clarity concerning culture also tends to increase and vice-versa.

If the p-value is less than 0.001, the observed correlation is highly significant, meaning there is less than a 0.1% chance that this correlation is due to chance. Moreover, at a significance level of 0.01 (1%), we can say with 99% confidence that there is a correlation between expectations and clarity.

On average, the importance of the expectations created is slightly higher than the importance of the information provided about the organization's culture. The standard deviation is smaller concerning the question about the importance given to expectations created, reflecting a similarity to the organization's culture. The answers tend to be varied.

Based on the correlation table, it was possible to carry out the following analysis:

**Table 6.**  
Correlation of responsibility and communication.

		<b>Correlation</b>	
		Responsability	Communication
Responsability	Pearson		<b>-0,476</b>
	P - factor		<b>0,001</b>
	N		<b>62</b>
	Std Dev	<b>1,262</b>	
Communication	Pearson	<b>-0,476</b>	
	P - factor	<b>0,001</b>	
	N	<b>62</b>	
	Std Dev		<b>1,413</b>

Pearson's correlation between the questions 'Do you consider clarity about responsibilities and role essential in the R&S process for effective integration?' and 'Do you consider transparent communication about the position necessary in the R&S process for effective integration?' is  $(r) = -0.476$ . This is a moderate negative correlation, meaning that, generally, communication tends to decrease as clarity about responsibility increases. Further, if the p-value is less than 0.001, the observed correlation is highly significant, meaning there is less than a 0.1% chance that this correlation is due to chance. Moreover, at a significance level of 0.01 (1%), we can say with 99% confidence that expectations and clarity have a correlation.

Transparent communication is evaluated and has a slightly more positive average than the importance of clarity about the responsibilities given to the position. Additionally, we found that opinions about transparent communication are more diverse than opinions concerning the importance of clarity about responsibilities, indicating great variation about communication.

**Table 7.**  
Regression of Bayesian estimates of coefficients.

**95% of credibility range**

Variable	Mode	Mean	Variance	Lower Limit	Higher Limit
Intercept	1,022	1,022	0,719	-0,646	2,691
Integration = 2	-0,387	-0,387	0,522	-1,809	1,035
Integration = 3	-0,358	-0,358	0,081	-0,918	0,202
Integration = 4	-0,360	-0,360	0,043	-0,768	0,048
Communication	-0,064	-0,064	0,004	-0,190	0,062
Expectations	0,471	0,471	0,020	0,195	0,746

Observing the results on table 7, based on the regression study, we can understand that the integration procedures are the more important for the people inquired, nevertheless the importance is not directly connected with the results obtained. So, we can understand the more accurate variable is related

with the initial expectations in a good integration process, but this is a situation where the organizations management as a lot of room for improvement.

As a possible remark and recommendation for companies' management is to invest more time and more accurate procedures on the integration phase of the onboarding value chain.

In this regard, our idea about the correlation between the independent and dependent variables, was very disperse as we obtained a strong result with the expectation management question, a moderate result with integration and a very weak result for the communication general concept.

## 5. Discussion of Results

This research aimed to study the extent to which a targeted and well-monitored R&S process can impact new employees' onboarding/welcoming process, we posit that the success of onboarding not only depends on the present moment, when a new employee begins working in an organization, but on an entire process that begins long before the recruitment and may even be influenced by how the selection is conducted.

The questionnaire was essential in comparing individuals' perceptions with the existing literature. Marras (2016), in defining the selection process as a task under the responsibility of HR whose objective is to choose a candidate suitable for a role to meet the needs of an organization, already anticipated, through this need, the importance of choice in the development of a whole process that begins at such an early stage. Because joining a new organization is one of the most complex phases in any candidate's professional career, we believe this analysis is crucial.

The most relevant findings that merited a detailed analysis concern the relationship between R&S and onboarding. We found that an effective R&S process contributes to an improved perception of onboarding, confirming the importance of interconnected approaches between the two processes. The expectations created during R&S, when combined with the reality of the onboarding process appear to increase the positiveness of the process.

The recommendations to managers drawn highlight the importance given by individuals to the possibility of asking questions during the selection process and understanding the work environment. Consequently, weight must be given to open and transparent communication from the beginning as well as the relevance of clear and concise information during selection and onboarding. Individuals' opinions differ slightly concerning clarity of responsibilities and the culture of an organization, this outcome may reflect each individual's experience.

Purposely, everyone was allowed to express their opinions about the importance of integrating the R&S process with onboarding. Most responses noted that the interconnection of processes was crucial.

Based on the results obtained, we can express and recommend that a well-structured R&S process with effective onboarding practices can significantly impact employee integration and satisfaction.

This study demonstrates that interconnection between R&S and onboarding processes must exist from the beginning, a well-structured process combined with good onboarding practices can positively impact employee integration and satisfaction.

Through this work, we intend to contribute to continuously improving HR management practices in organizations, our analysis identifies potential barriers to successful inclusive onboarding process. Furthermore, we highlight the importance of transparent communication and clarity of responsibilities, the responses to these factors demonstrate weaknesses which could necessitate future study analysis. Nevertheless, time constraints impacted the depth of analysis performed in the study. The findings of this work can contribute to implementing effective HR practices. Future investigations can build on this research.

Taking in consideration the main purpose of the study, we can also recommend to manager to pay more attention to the people expectations and take this variable in a very deep consideration for the onboarding process, as we obtained with our research a very strong correlation between this item and the recruitment and selection completed actions.

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