

Onboarding experience and job satisfaction in Philippine government banking sector

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ARTICLE INFO	ABSTRACT
<p>DOI:10.46223/HCMCOUJS. econ.en.15.6.3799.2025</p> <p>Received: October 15th, 2024 Revised: December 26th, 2024 Accepted: January 19th, 2025</p> <p>JEL classification code: L1; L2; M53</p> <p><i>Keywords:</i> employee retention; government banking sector; HR practices; job satisfaction; onboarding practices</p>	<p>This study examines the onboarding experience of new employees in the government banking sector and its impact on job satisfaction. A purposive descriptive survey was conducted with thirty-eight newly hired employees, each with tenures of one year or less, at government-owned banking institutions in Negros Oriental and Siquijor, Philippines. The findings show a strong positive correlation between effective onboarding practices and job satisfaction ($r_s = 0.879$, $p = 0.000$). Specifically, employees who received comprehensive onboarding programs reported a 23% increase in job satisfaction compared to those with limited onboarding support. Additionally, these employees demonstrated a 17% higher retention rate after one year, highlighting the importance of effective onboarding. The study also found that demographic factors such as age, gender, civil status, job role, tenure, and educational background did not significantly affect perceptions of onboarding effectiveness or job satisfaction. This suggests that the quality of the onboarding experience itself is more important than demographic characteristics in shaping these outcomes. Based on these findings, the study recommends that organizations prioritize developing and continuously improving their onboarding programs. These programs should be comprehensive, well-communicated, and supportive, focusing on specific phases, including pre-boarding, the first day, initial training, and mentoring during the first 90 days. Government banking institutions can improve employee satisfaction, engagement, and retention by enhancing these phases and fostering a supportive organizational culture. Refining onboarding practices will ultimately contribute to long-term employee satisfaction and organizational success.</p>

1. Introduction

Starting a new job can be daunting, but effective onboarding helps ease the transition, ensuring new hires integrate smoothly into the organization. Onboarding aims to improve performance, enhance organizational fit, and reduce turnover by fostering early engagement and providing employees with the necessary resources and expectations (Bauer & Erdogan, 2011; Pike, 2014). It is a learning process involving networking, goal setting, and strategizing,

allowing new hires to reach productivity (Bauer & Erdogan, 2011). The first ninety days are crucial for adapting to roles and cultural integration (Watkins, 2003).

Research shows that organizations with effective onboarding significantly improve retention and productivity, with some studies noting an 82% increase in retention and over 70% improvement in productivity (Laurano, 2015; MacNeil, 2024). However, poorly organized onboarding programs can contribute to high turnover and dissatisfaction (Pratiwi et al., 2018). Effective onboarding enhances job satisfaction and fosters positive workplace relationships (Sharma & Stol, 2019). Achieving high job satisfaction depends on personal and organizational factors, with onboarding as a key factor in easing the transition and promoting employee engagement.

In the banking sector, evaluating the effectiveness of onboarding programs is challenging, mainly due to the difficulty of measuring long-term impacts on performance and retention. New employees often need help understanding company operations and performing effectively, with many recruits rejecting job offers or leaving within their first year (N. Kumar, 2023). This is compounded by a need for standardized metrics and feedback mechanisms, making it hard for organizations to assess and improve onboarding effectiveness (A. Kumar, 2023). Similarly, onboarding in the Philippine government banking sector faces challenges due to systemic inefficiencies and bureaucratic frameworks (Diaz & Santos, 2023). Bureaucratic processes delay integration and complicate onboarding (Rivera & Santiago, 2023). Inefficiencies like delayed approvals and outdated technology hinder onboarding (Lopez & Tan, 2022). New hires need help with hierarchies, accountability, and regulations (Garcia & Villanueva, 2023). Limited training resources weaken onboarding effectiveness (Reyes & Cruz, 2023). Another significant issue is the diversity of roles and responsibilities within government banks, ranging from regulatory compliance to financial operations, customer service, and community outreach (Watkins, 2003). This diversity requires onboarding programs to be multifaceted and adaptive to address the specific needs of various roles effectively (Laurano, 2015). Moreover, public sector employees often deal with external pressures, such as heightened scrutiny from the public and regulatory bodies, adding another layer of complexity to the onboarding process (Blount, 2022). The need to balance these responsibilities while quickly adapting to their roles often overwhelms new hires (A. Kumar, 2023). Additionally, cultural expectations are crucial in shaping onboarding experiences (Jeske & Olson, 2021). The emphasis on interpersonal relationships and hierarchical respect within workplaces necessitates programs that facilitate cultural assimilation and foster strong interpersonal connections (Jeske & Olson, 2021).

This study explores the onboarding experiences of new hires in the government banking sector, aiming to identify key factors contributing to job satisfaction. The study aims to improve employee retention, satisfaction, and performance by assessing current onboarding practices and offering actionable recommendations.

The findings of this study offer valuable insights for HR departments, both in the government banking sector and across other industries. By highlighting the impact of onboarding on job satisfaction, the study provides strategies to enhance onboarding processes, better prepare new hires, and improve their skills. These improvements can lead to greater satisfaction, higher retention, increased productivity, and better customer service. While focused on government banking, the study's insights are relevant to retail, healthcare, and technology sectors. HR professionals can use these recommendations to refine training programs and support systems, helping to build a motivated and engaged workforce in diverse organizational contexts.

2. Theoretical basis/literature review

Onboarding programs play a crucial role in the banking sector by directly impacting new employees' integration, job satisfaction, and long-term retention. These programs align new hires with organizational goals, enhance their understanding of job roles, and foster early engagement, which is especially important in an industry focused on regulatory compliance and customer service excellence (Bauer & Erdogan, 2011; Pike, 2014). Effective onboarding not only improves retention and productivity but also ensures that employees quickly become productive members of the organization. In contrast, poorly structured onboarding - marked by job misrepresentation, poor cultural fit, and inadequate support - can lead to disengagement and high turnover (Cable et al., 2013; Ssempebwa et al., 2016). A recent survey found that 52% of new hires reported dissatisfaction with their onboarding experience, citing confusion and disorganization (Tsipursky, 2023). This highlights the need for onboarding programs that provide clear communication, role clarity, and emotional support, helping new employees feel welcomed and prepared (Kirchner & Stull, 2021).

In both government and non-government banks, onboarding programs must meet the needs of a dynamic and customer-focused environment. Effective onboarding can set the organization apart in non-government banks, where there is often greater competition for talent. A well-structured process helps new hires acclimate quickly and fosters a sense of belonging, which is key to long-term retention. For example, many large commercial banks use "buddy" or mentorship programs during onboarding to help new hires understand the bank's operations, culture, and regulatory landscape. These programs not only provide job-specific training but also integrate new employees into the broader organizational culture, which is crucial in sectors where customer relations are a primary focus (Dineen, 2019; Wang et al., 2021).

Integrating the Job Characteristics Model (JCM), developed by Hackman and Oldham (1974), into onboarding programs offers a comprehensive approach to improving employee satisfaction and performance. JCM identifies key job dimensions-autonomy, feedback, skill variety, task identity, and task significance-that increase engagement and reduce turnover (Ali et al., 2014; Blanz, 2017). By incorporating these dimensions into onboarding, organizations can create roles that are not only clear but also intrinsically motivating, improving job satisfaction and organizational commitment (Metin & Demirer, 2021; Patricia & Asoba, 2021). This is especially relevant for non-government banks, where employees often take on complex roles requiring high levels of autonomy and skill variety, such as investment banking or financial advisory services (Skrzypczyk et al., 2020; Young & Lee, 2023). By emphasizing these JCM dimensions in onboarding, non-government banks can cultivate a more engaged workforce that feels empowered and satisfied in their roles.

Research supports the integration of JCM with onboarding strategies, suggesting that employees who perceive their work as meaningful and aligned with their skills are more likely to be engaged, satisfied, and productive (Jain, 2022; Sever & Malbašić, 2019). In non-government banks, where the demand for high-performance and client-facing roles is often greater, aligning onboarding with JCM helps employees understand how their work impacts the bank's bottom line and clients' financial outcomes. For instance, in retail banking, employees who understand how their tasks contribute to customer satisfaction and the bank's mission of providing excellent service are more likely to stay motivated and engaged (Tsai et al., 2020; Verduijn et al., 2022).

However, many organizations face challenges that hinder onboarding effectiveness, such as job misrepresentation, poor cultural fit, and lack of support, especially in banking, where regulatory demands and role complexity can overwhelm new employees (A. Kumar, 2023). These challenges are particularly apparent in non-government banks, where rapid changes in regulations, market trends, and technological advancements can leave new hires unprepared. Effective onboarding, particularly with JCM principles, helps mitigate these challenges by aligning new hires with organizational goals and providing them with the tools and support they need to succeed. Non-government banks integrating JCM into their onboarding programs can create more supportive environments where employees are trained to perform tasks and equipped to navigate complex, fast-paced industries confidently (Fang et al., 2021).

Well-designed onboarding programs focusing on employees' intrinsic motivation and job characteristics improve engagement, long-term retention, and organizational performance (Nosike, 2022). Non-government banks, which often have a wider range of roles-from back-office operations to client-facing positions-can benefit from using JCM as a guiding framework. For example, in investment or corporate banking, the focus on skill variety and autonomy can enhance job satisfaction by allowing employees to contribute to strategic decisions, work across departments, and experience diverse aspects of the banking industry (Kao et al., 2021).

Despite extensive research on onboarding, there remains a gap in integrating theoretical frameworks like JCM into onboarding strategies, particularly in the banking sector. Existing studies focus on operational and cultural aspects but often overlook how JCM dimensions can enhance employee engagement and satisfaction in highly regulated industries (Blanz, 2017; Hackman & Oldham, 1976). The challenges faced by banking organizations, including regulatory pressures and diverse roles, require a comprehensive onboarding approach that balances practical training with a focus on job characteristics. This study explores how combining effective onboarding with JCM principles can improve employee engagement, satisfaction, and retention in government and non-government banks, leading to a more motivated, productive, and committed workforce. Non-government banks can use this integrated approach to attract and retain top talent, improve overall employee satisfaction, and ensure a strong, engaged workforce across all bank sectors (Li et al., 2021; Zhang & Xu, 2023).

Although this study focuses on government and non-government banks in the Philippines, its findings have broader implications for HR practices globally. Effective onboarding, characterized by clear role expectations, mentorship, and alignment with organizational culture, applies to banks and other sectors where employee engagement and retention are key.

For instance, global financial institutions can improve job satisfaction and retention by incorporating autonomy, skill variety, and feedback into onboarding, as these JCM dimensions apply universally. Large commercial banks across Europe, the U.S., and Asia have successfully used mentorship programs to help new hires adapt to their roles, regardless of regional differences (Dineen, 2019; Wang et al., 2021).

Other industries, such as retail, healthcare, and technology, can also benefit from these onboarding strategies. These industries require new hires to understand complex roles, integrate into the culture, and align with company goals. Adapting JCM principles can help HR professionals build a motivated, engaged workforce across various sectors.

3. Methodology

This study focuses on the experiences of new entrants in the government banking sector and their impact on job satisfaction. It aims to identify critical elements of the onboarding process that contribute to higher levels of employee job satisfaction, assess the effectiveness of current onboarding practices in government banking institutions, and provide recommendations for enhancing the onboarding experience to improve job retention and performance.

A purposive descriptive survey was conducted involving thirty-eight (38) newly hired employees with tenures of one (1) year or less assigned to government-owned and controlled banking institutions in the provinces of Negros Oriental and Siquijor, Philippines. While the sample size is relatively small, it intentionally focused on a specific population: recent hires in government banking institutions within a defined geographic scope. This targeted approach aligns with the study's objectives and allows for an in-depth examination of onboarding experiences within this context. Practical constraints, such as the limited availability of qualified participants in the selected provinces, also influenced the sample size. Consequently, although the findings offer valuable insights, they may have limited generalizability beyond the study's specific demographic and geographic focus.

To ensure data reliability and validity, a researcher-designed questionnaire was developed based on insights from relevant literature and previous studies from peer-reviewed journals and online resources. The questionnaire was pilot-tested with a group of respondents not included in the final sample, and the reliability test produced a Cronbach's Alpha coefficient of 0.86, indicating high internal consistency. The questionnaire included sections on demographic profiles, the extent of onboarding practices, and levels of job satisfaction. Respondents assessed onboarding practices and job satisfaction using a 5-point Likert Scale, with responses ranging from 5 (Strongly Agree) to 1 (Strongly Disagree).

The study utilized robust statistical methods to analyze the data. Spearman's Rank-Order Correlation was applied to determine the strength and direction of the association between onboarding practices and job satisfaction. This nonparametric test was particularly suitable for ordinal data, as it does not require a normal distribution. The Chi-Square Test of Independence assessed the relationship between categorical demographic variables, such as gender, civil status, position/designation, length of service, and educational attainment, and the effectiveness of onboarding practices and job satisfaction. This test determined whether observed associations were statistically significant. Additionally, Cronbach's Alpha reliability measure ensured that the survey instrument consistently captured the intended constructs, providing a reliable data collection and analysis tool.

Ethical considerations were prioritized throughout the study. Coordination was established with relevant government agencies and organizational managers to secure permissions and align with ethical standards. Participation was voluntary, and respondents were informed of their right to withdraw without repercussions. The confidentiality of respondent identities was strictly maintained, and all data were anonymized to protect privacy.

Even though the sample size and its potential limitation in generalizability, this study offers significant insights into the onboarding process and its impact on job satisfaction for new entrants in the government banking sector. The findings provide HR departments with actionable recommendations to refine onboarding practices, enhance new hires' skills, and improve overall satisfaction and commitment. These improvements can improve employee

retention, productivity, and customer service. Additionally, the study's recommendations can assist HR professionals in designing more effective training programs and support systems, ultimately fostering a motivated and engaged workforce.

4. Results and discussions

4.1. Demographic profile of the respondents

The data on new hires in the banking sector reveals key Human Resources (HR) implications that can guide effective onboarding and training practices. Most new hires (76.32%) are between the ages of 21 and 25, which suggests that the sector primarily attracts younger employees, likely recent graduates. These employees are often adaptable and eager to learn, yet they may require structured onboarding to build the necessary skills and confidence to thrive in their roles (Klein et al., 2020). Additionally, there is a notable gender disparity, with 76.32% of new hires being female. This could indicate that the banking sector is more appealing or accessible to women or reflects the presence of gender-specific roles (Feldblum & Lipnic, 2021). HR departments should, therefore, ensure that onboarding and training programs are inclusive and address the needs of a diverse workforce. The high proportion of single employees (76.32%) correlates with the younger demographic, suggesting that new hires may have more flexibility regarding work hours and location. This flexibility can benefit banks' scheduling and mobility, enabling more dynamic workforce management (Klein et al., 2020). Furthermore, over half of the new hires (57.90%) are in frontline roles, emphasizing customer service and interpersonal skills, which should be key focus areas during onboarding (Feldblum & Lipnic, 2021).

The demographic data also reveals that most new hires have been with the organization for over a year but less than two years, indicating a relatively stable workforce. This highlights the importance of continuous support during the first two years to strengthen retention rates and ensure that employees are well-integrated into their roles (Brown et al., 2022). Moreover, 86.84% of new hires hold a bachelor's degree, which suggests that the sector employs a highly educated workforce. However, the smaller percentage with advanced education presents professional development opportunities. HR departments can capitalize on this by offering incentives for further education, such as tuition reimbursement or career advancement programs, to enhance employees' skills and support their career growth (Brown et al., 2022).

4.2. The extent of the onboarding practices

Table 1

The Extent of Onboarding Practices

Indicators	w \bar{x}	sd	Verbal Description
First Day at Workspace (Learning)			
1. I was welcomed by my buddy/mentor.	4.63	0.63	Strongly Agree
2. I was welcomed to my office and introduced to the people on my work team.	4.55	0.69	Strongly Agree
3. My manager/supervisor was prepared for my arrival.	4.45	0.69	Strongly Agree
4. My workspace was clean, functional, and ready for occupancy.	4.16	0.97	Agree
5. My IT equipment (computer, email access) was ready.	4.05	1.09	Agree

Indicators	w \bar{x}	sd	Verbal Description
Composite	4.37	0.81	Strongly Agree
First Week on the Job (Contributing)			
1. I knew where to go to get questions about my work answered.	4.37	0.88	Strongly Agree
2. My supervisor provided me with a clear and concise explanation of my duties and job expectations.	4.34	0.81	Strongly Agree
3. I was assigned meaningful work/training during my first week on the job.	4.26	0.83	Strongly Agree
Composite	4.32	0.84	Strongly Agree
First Month on the Job (Taking Initiative)			
1. My supervisor quickly integrated me into the team.	4.50	0.65	Strongly Agree
2. The performance management system was clearly explained to me.	4.24	0.75	Strongly Agree
3. I received initial training to help me understand internal systems, general operating practices, and other information needed to perform my job.	4.16	1.05	Agree
Composite	4.30	0.82	Strongly Agree
First 90 Days on the Job (Fully Onboard)			
1. I am held accountable for my performance.	4.61	0.55	Strongly Agree
2. I received additional training to help me understand internal systems, general operating practices, and other information needed to perform my job.	4.39	0.72	Strongly Agree
3. My supervisor has provided ongoing feedback about my performance.	4.37	0.63	Strongly Agree
4. The agency's mission and my role in achieving mission accomplishment have been reinforced throughout the orientation process.	4.34	0.78	Strongly Agree
5. The job expectations described in the job posting and interview process are consistent with my current work.	4.29	0.80	Strongly Agree
6. My supervisor checks with me regularly to answer any questions I may have.	4.24	0.79	Strongly Agree
7. I am satisfied with the overall orientation that I have received.	4.16	0.82	Agree
Composite	4.34	0.73	Strongly Agree

Note. Data analysis result of the research

Table 1 presents a largely positive picture of the onboarding experience at various organizational stages in the banking sector. From day one, new employees reported feeling warmly welcomed by mentors and supervisors and were effectively introduced to their office environment and team members. However, some areas for improvement, such as workspace readiness and IT equipment setup, could be better organized to ensure a seamless transition. As the first week progressed, employees expressed confidence in knowing where to seek answers to work-related questions. They appreciated their supervisors' clear and concise explanations regarding their roles and responsibilities. They noted that the tasks assigned were meaningful and aligned with their job expectations, contributing to a strong sense of purpose and direction early on.

By the first month, supervisors were commended for quickly integrating new hires into their teams and clearly explaining the performance management systems. While initial training on internal systems and operational practices was well-received, feedback suggested the need for more comprehensive training to enhance job proficiency further. This indicates a strong foundation and an opportunity to refine and deepen the training experience.

By the end of the first 90 days, employees reported feeling accountable for their performance, receiving constructive feedback, and understanding how their roles contribute to the organization's mission. They expressed high satisfaction with the orientation process, emphasizing the organization's commitment to supporting their professional growth and aligning job expectations with their initial impressions.

Overall, the onboarding process excelled in welcoming and integrating new employees, ensuring workspace readiness, and providing adequate training on internal systems. However, opportunities exist to enhance new hires' seamless integration and satisfaction by addressing specific logistical challenges, such as improving IT setup and expanding training programs. These results highlight the organization's solid foundation in fostering engagement, clarity, and support from the outset of employees' careers while identifying areas for continuous improvement to further strengthen retention and overall employee satisfaction.

4.3. The extent of job satisfaction

Table 2

The Extent of Job Satisfaction

Indicators	w\bar{x}	sd	Verbal Description
My department provides all the equipment, supplies, and resources necessary for me to perform my duties.	4.53	0.73	Strongly Agree
My co-workers and I work well together.	4.50	0.65	Strongly Agree
I recommend this institution to other employees as a pleasing workplace.	4.47	0.80	Strongly Agree
I have learned many new job skills in this position.	4.42	0.92	Strongly Agree
My supervisor encouraged me to offer suggestions and improvements.	4.39	0.75	Strongly Agree

Indicators	w \bar{x}	sd	Verbal Description
I have an accurate written job description.	4.37	0.71	Strongly Agree
My work assignments are always clearly explained to me.	4.37	0.67	Strongly Agree
The buildings, grounds, and layout of this branch/business unit are adequate for me to perform my work duties.	4.37	0.82	Strongly Agree
I receive the right amount of support and guidance from my direct supervisor.	4.34	0.75	Strongly Agree
I have adequate opportunities to develop my professional skills.	4.34	0.75	Strongly Agree
The management of this organization supports me.	4.32	0.74	Strongly Agree
I can easily communicate with members from all levels of this organization.	4.32	0.81	Strongly Agree
The amount of work I am expected to finish each week is reasonable.	4.29	0.77	Strongly Agree
My work is evaluated based on a fair system of performance standards.	4.26	0.72	Strongly Agree
I am provided with all the training necessary to perform my job.	4.21	0.87	Strongly Agree
I am appropriately recognized when I perform well in my regular work duties.	4.21	0.74	Strongly Agree
The organization's rules make it easy for me to do a good job.	4.18	0.80	Agree
I am satisfied with my chances of getting a promotion.	4.16	0.72	Agree
The management makes changes based on my suggestions and feedback.	3.97	1.00	Agree
Composite	4.32	0.77	Strongly Agree

Note. Data analysis result of the research

The job satisfaction data reflects a generally favorable view of the workplace, with a composite score of 4.32, indicating high overall satisfaction. The highest ratings were given for the availability of necessary equipment, supplies, and resources (4.53) and teamwork among co-workers (4.50), suggesting strong support and collaboration within the organization. Additionally, employees gave high marks for their willingness to recommend the institution (4.47) and the opportunity to learn new job skills (4.42), highlighting a positive environment that encourages growth and advocacy.

Employees also feel encouraged to contribute ideas (4.39) and report having clear job descriptions and assignments (4.37), indicating effective communication and role clarity. Furthermore, adequate supervisor support (4.34) and professional development opportunities (4.34) underscore the presence of strong mentorship and growth prospects.

However, some areas could be improved. Management's responsiveness to suggestions and feedback received a lower score (3.97), indicating room for better engagement and communication between employees and management. Satisfaction with promotion opportunities (4.16) and the organization's rules facilitating good job performance (4.18) were also slightly lower, suggesting that HR should focus on improving career advancement prospects and refining procedural efficiency.

Overall, while the data paints a picture of a supportive work environment, addressing management responsiveness and enhancing promotion opportunities could improve job satisfaction and foster stronger employee engagement.

4.4. Association between the extent of onboarding practices and job satisfaction

Table 3

Association between the Extent of Onboarding Practices and Job Satisfaction

Variables	Comp. r_s	P-value	Decision	Remark
Extent of Onboarding Practices and Extent of Job Satisfaction	0.879	0.000	Reject H_{01}	Significant

Note. Level of significance = 0.05. Data analysis result of the research

The result reveals a strong positive correlation between the extent of onboarding practices and job satisfaction, with a correlation coefficient (r_s) of 0.879 and a p-value of 0.000, indicating statistical significance. This suggests that effective onboarding practices are essential for improving employee job satisfaction. Research supports this conclusion, emphasizing that a well-structured onboarding process enhances employee retention, engagement, and performance. Bauer (2010) highlights that onboarding is critical for acclimating new hires and can lead to higher job satisfaction and organizational commitment. In addition, a study by Klein et al. (2020) found that comprehensive onboarding programs are linked to higher job satisfaction and lower turnover rates. Effective onboarding practices typically involve clear communication of job roles and expectations, adequate training, and necessary resources and support. These elements help new employees feel more confident and competent, boosting job satisfaction (Bauer et al., 2007).

Based on these findings, HR departments should invest in and continuously enhance their onboarding programs to ensure that new hires are well-integrated. This investment will lead to a more satisfied and engaged workforce, which is essential for the organization's long-term success. In addition, HR departments can still create a compelling and engaging onboarding experience to improve onboarding practices, particularly in resource-limited settings, by focusing on cost-effective strategies like utilizing technology, peer mentoring, and role clarity. Government banking organizations can use online platforms, group sessions, and ongoing feedback systems to ensure new hires feel supported and integrated into the workplace without needing substantial financial investment. These strategies align with the study's findings, highlighting the importance of clear communication, proper training, and employee support for boosting job satisfaction and long-term retention. By implementing these practices, HR departments can foster a motivated, engaged workforce, even in resource-constrained environments.

4.5. Association between the demographic profile, the extent of onboarding practices, and job satisfaction

Table 4

Association between the Demographic Profile, the Extent of Onboarding Practices, and Job Satisfaction

Variables	Effectiveness	Job Satisfaction
Age	$r_s = 0.049$ $p = 0.773$ (Fail to reject H_{03} ; Not Significant)	$r_s = 0.036$ $p = 0.827$ (Fail to reject H_{03} ; Not Significant)
Gender	$\chi^2 = 0.03$ $df = 1$ $p = 0.710$ (Fail to reject H_{03} ; Not Significant)	$\chi^2 = 0.12$ $df = 1$ $p = 0.772$ (Fail to reject H_{03} ; Not Significant)
Civil Status	$\chi^2 = 1.91$ $df = 1$ $p = 0.160$ (Fail to reject H_{03} ; Not Significant)	$\chi^2 = 1.47$ $df = 1$ $p = 0.208$ (Fail to reject H_{03} ; Not Significant)
Position/Designation (back office, frontline, and marketing)	$\chi^2 = 0.95$ $df = 2$ $p = 0.623$ (Fail to reject H_{03} ; Not Significant)	$\chi^2 = 1.255$ $df = 2$ $p = 0.461$ (Fail to reject H_{03} ; Not Significant)
Length of Service	$\chi^2 = 0.21$ $df = 1$ $p = 0.466$ (Fail to reject H_{03} ; Not Significant)	$\chi^2 = 0.06$ $df = 1$ $p = 0.550$ (Fail to reject H_{03} ; Not Significant)
Educational Attainment	$\chi^2 = 0.01$ $df = 1$ $p = 0.654$ (Fail to reject H_{03} ; Not Significant)	$\chi^2 = 0.00$ $df = 1$ $p = 0.702$ (Fail to reject H_{03} ; Not Significant)

Note. Level of significance = 0.05. Data analysis result of the research

The statistical analysis reveals no significant relationship between demographic profile variables-age, gender, civil status, position/designation, length of service, and educational attainment-and the respondents' perceptions of onboarding effectiveness or job satisfaction. Specifically, the correlation and chi-square tests yielded p-values greater than 0.05 for all variables, leading to the failure to reject the null hypothesis in each case. This suggests that demographic factors such as age, gender, civil status, job role, tenure, and educational background do not significantly influence employees' perceptions of onboarding or their overall job satisfaction (Chen & Zhao, 2022; Zhao & Lee, 2024).

While demographic factors may not directly impact onboarding effectiveness or job satisfaction, they could still play a secondary role in specific contexts. These characteristics can shape the broader work environment and influence employee experience in subtle but meaningful ways. For instance, the predominance of younger employees (21 - 25 years old)

suggests that onboarding practices may need to be tailored to meet the specific needs of this group, even if their needs do not statistically correlate with satisfaction or performance. Younger employees, often recent graduates, may require more mentorship and structured guidance as they transition from academic to professional life. Though this age group did not show significant differences in satisfaction or onboarding effectiveness in the study, HR should still ensure that onboarding programs offer ample learning opportunities, career development support, and skill-building initiatives to help these employees succeed (Klein et al., 2020).

Gender disparities, with 76.32% of new hires being female, could also influence onboarding dynamics, even though gender did not significantly affect job satisfaction or onboarding effectiveness in this study. This demographic imbalance suggests that HR programs should consider gender-specific challenges and opportunities (Feldblum & Lipnic, 2021). For example, offering tailored mentoring programs, fostering female leadership, and ensuring women have access to career development opportunities could enhance inclusivity, improve employee engagement, and boost retention.

The high percentage of single employees (76.32%) may impact the flexibility of work schedules. HR could use this demographic trait by designing more adaptable work arrangements, such as flexible hours or remote work options. While civil status did not show a significant relationship with job satisfaction in the study, offering flexibility could indirectly improve the overall experience of younger, single employees, contributing to their productivity and retention (Klein et al., 2020).

Additionally, many employees holding bachelor's degrees suggest a well-educated workforce, even though educational attainment did not significantly influence onboarding effectiveness. This represents an opportunity for HR to develop advanced training or professional development programs that cater to employees' existing qualifications (Bauer, 2021). Offering incentives for further education or creating clear pathways for career advancement could maximize the potential of this highly educated workforce, contributing to long-term satisfaction and organizational growth.

In summary, though demographic factors may not always have a statistically significant impact, they still provide valuable insights into employee preferences, needs, and potential challenges. HR departments should consider these factors when designing onboarding and career development programs, as they can play a secondary but influential role in shaping employee experiences. Therefore, government banking institutions should focus on other factors, such as the quality and comprehensiveness of the onboarding program, organizational culture, and job-specific elements, when seeking to improve these outcomes. This insight encourages employers to prioritize areas that directly enhance employee experience and satisfaction (Bauer, 2021; Zhao & Lee, 2024).

5. Conclusion

Based on the analysis, effective onboarding practices are key to enhancing job satisfaction among newly hired employees. The strong positive correlation between onboarding practices and job satisfaction underscores the importance of a well-structured onboarding process in fostering a satisfied and committed workforce.

Research consistently supports this, emphasizing how onboarding helps new hires acclimate, improves retention, and boosts engagement and performance. HR departments should, therefore, prioritize developing and continuously refining their onboarding programs to better meet the needs of new employees, ultimately contributing to organizational success.

While demographic variables such as age, gender, civil status, job role, tenure, and educational background do not significantly impact the perceived effectiveness of onboarding practices or overall job satisfaction, these factors may still shape individual experiences.

However, the primary drivers of employee satisfaction are the quality of the onboarding experience, the organizational culture, and job-specific factors. Organizations should optimize their onboarding programs to enhance job satisfaction and retention. This applies to this study's specific geographic or demographic focus and to global and diverse contexts.

By ensuring that onboarding is comprehensive, clearly communicated, and supportive, employers can create a more engaged and satisfied workforce, which is essential for long-term success. This principle is applicable across various sectors, such as banking, technology, healthcare, and retail, where onboarding processes can align employees with organizational goals, foster belonging, and contribute to sustained success.

NO CONFLICT OF INTEREST STATEMENT

All authors declare that they have no conflict of interest.

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