

A Study on Evaluating Onboarding Practices for Blue-Collar Workers: Effectiveness and Challenges

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ABSTRACT

The onboarding process plays a critical role in integrating new employees into an organization, shaping their early experiences, job satisfaction, and long-term productivity. While significant research has focused on white-collar onboarding, the unique needs and challenges of blue-collar workers often remain underexplored. This study evaluates the effectiveness of onboarding practices specifically tailored for blue-collar employees in the manufacturing sector, with a focus on operational clarity, workplace safety, cultural alignment, and job readiness. Using a mixed-methods approach, data was collected through structured surveys, interviews, and performance assessments at Bismillah Plastic Works, a medium-scale plastic manufacturing unit. The study identifies key strengths such as early mentorship, job-specific training, and safety orientation, but also highlights significant challenges including limited formal documentation, communication gaps, lack of digital onboarding tools, and inconsistent feedback mechanisms. The findings emphasize the need for a more structured and inclusive onboarding strategy, taking into account the literacy levels, socio-economic backgrounds, and learning styles of blue-collar workers. The study provides actionable recommendations for HR practitioners and manufacturing leaders to improve onboarding experiences, enhance employee retention, and ultimately boost operational efficiency. By addressing the overlooked challenges of this workforce segment, the research contributes to the growing dialogue on equitable HR practices and inclusive organizational development.

KEYWORDS

Blue-collar onboarding, Employee integration, Manufacturing sector HR, Onboarding effectiveness

1.INTRODUCTION

In today's competitive labor market, the role of effective onboarding has gained increasing attention across various sectors. Onboarding, in its broadest sense, is the structured process through which new employees acquire the necessary knowledge, skills, behaviors, and social norms to become effective organizational members. While it is well documented that a strong onboarding program can enhance job satisfaction, performance, and employee retention, much of the academic and corporate focus has centered around white-collar and managerial positions. Blue-collar workers, who form the backbone of many industries including manufacturing, construction, logistics, and maintenance, often do not receive the same level of onboarding attention, structure, or investment. This study aims to fill that gap by evaluating onboarding practices specifically designed (or not designed) for blue-collar employees and analyzing their effectiveness and associated challenges.

Blue-collar workers differ significantly from their white-collar counterparts not only in terms of job responsibilities but also in working conditions, skillsets, and expectations from the employer. They are typically involved in physically demanding roles, require hands-on skills, and often work under high-pressure environments where safety and precision are crucial. Despite the importance of their contribution to organizational success, the onboarding process for this group is frequently informal, inconsistent, or inadequate. In many cases, onboarding is limited to a short orientation session, brief safety instructions, or basic introductions, without any strategic planning or ongoing support. This lack of structure can lead to serious issues including misunderstanding of job roles, increased error rates, low morale, and high turnover.

A well-designed onboarding program for blue-collar workers is essential not only for productivity but also for workplace safety and culture alignment. These workers often come from diverse educational, cultural, and linguistic backgrounds, making it all the more important that onboarding is clear, comprehensive, and inclusive. Furthermore, unlike in white-collar jobs where new employees may have extended periods to acclimate and learn, blue-collar roles frequently require immediate performance and precision. This makes onboarding a critical phase where workers must be equipped not just with theoretical knowledge, but also with practical skills and real-time understanding of tools, procedures, and expectations.

Another key aspect of onboarding for blue-collar roles is fostering a sense of belonging and purpose. Since many such jobs are repetitive and physically demanding, it is important that employees feel connected to the organization's goals, understand their contribution to the broader mission, and receive early encouragement from supervisors or team leaders. However, many onboarding programs overlook the psychological and emotional needs of these employees, focusing instead on administrative tasks and rule compliance. This lack of engagement can result in disengagement, absenteeism, or even early exits from the company.

2.1 INDUSTRY PROFILE:

Plastic Manufacturing Industry in India

1. Introduction to the Plastic Manufacturing Industry

The plastic manufacturing industry is one of India's most significant industrial sectors. It encompasses the production of plastic goods, components, and materials for a wide array of end-use industries such as automotive, packaging, agriculture, healthcare, electronics, and construction. India is ranked among the top global producers and exporters of plastic products, with more than 30,000 plastic processing units spread across the country. The industry's growth is driven by the increasing demand for lightweight, durable, and cost-effective plastic solutions in both domestic and global markets. As per data from the All India Plastics Manufacturers' Association (AIPMA), the Indian plastics industry is expected to reach USD 100 billion by 2027, with exports contributing significantly.

2. Industry Segmentation

The plastic manufacturing sector is broadly categorized into: Plastic Processing: Involves molding (injection, blow, extrusion) of plastic into final products. Raw Material Production: Includes polymers such as PVC, HDPE, LDPE, PP, etc. Recycling and Waste Management: A growing sub-sector due to increasing environmental regulations. The segment most relevant to your study is plastic processing, especially injection molding and blow molding—where blue-collar labor is intensively used.

3. Role of Blue-Collar Workers in the Industry

Blue-collar workers are the backbone of plastic manufacturing operations. They perform crucial tasks including: Operating molding machines, Loading raw materials, Inspecting product quality, Handling packaging and logistics, Maintaining shop floor cleanliness and safety. Most of these workers are semi-skilled or unskilled, often from rural backgrounds, and are recruited through informal networks or local contractors. Their onboarding process is typically rushed, lacking structure or formal training.

4. Geographic and Economic Relevance

Andhra Pradesh, Tamil Nadu, Gujarat, and Maharashtra are key hubs for plastic industries in India. Tirupati's Karkambadi Industrial Area has seen growth in small-scale units like Bismillah Plastic Works, which cater to regional demands for packaging, containers, and component manufacturing. This growth is fueled by: Proximity to raw materials and ports. Availability of affordable labor, Incentives from MSME schemes.

5. Current Challenges in the Industry

Despite the growth, the industry faces significant challenges, especially in the context of workforce management and onboarding: Lack of Formal HR Practices: Especially in small and medium enterprises

(SMEs), there is an absence of structured HR systems. High Attrition: Due to poor onboarding, inadequate job clarity, and tough working conditions. Limited Training: Most workers receive only peer-based or informal training with little focus on safety or efficiency. Workplace Hazards: Exposure to high heat, fumes, repetitive stress injuries, and unsafe machinery. Language and Communication Barriers: Workers may speak different local dialects, hindering effective communication. Low Awareness of Legal Rights: Many workers are unaware of benefits, policies, or safety procedures due to a lack of orientation.

6. Government Initiatives and Policy Support

The Government of India has launched several initiatives to strengthen this sector: Skill India Mission Upskilling blue-collar workers with formal training programs. MSME Development Programs Offering support for machinery upgrades and compliance. Make in India, Promoting local manufacturing, thereby increasing employment in the plastic sector. Labour Code Reforms Emphasizing worker welfare, safety, and documentation. Despite these, implementation at the ground level especially in SMEs remains a challenge. Most onboarding continues to be informal and ineffective, leaving workers underprepared and vulnerable.

7. Future Outlook

With increasing focus on sustainability, automation, and compliance, the industry is likely to undergo transformation. SMEs will be pushed to adopt better HR practices, onboarding systems, and training modules to improve retention and productivity. Digitization and lean manufacturing trends also demand a more skilled and safety-conscious workforce, making onboarding a critical area of strategic importance.

The plastic manufacturing industry is labor-driven and critical to India's industrial ecosystem. However, it continues to rely on blue-collar labor without adequate onboarding mechanisms, especially in smaller units. A systematic evaluation of onboarding practices, as your study aims to do, will highlight gaps and create scope for structured workforce integration. Improving onboarding in this sector will not only enhance employee satisfaction and retention but also contribute to greater operational efficiency and compliance with evolving industrial norms.

2.2 COMPANY PROFILE:

Company Background & Vision

- **Founded in 1996**, Bismillah Plastics emerged as a dedicated manufacturer of plastic packaging solutions tailored for a wide spectrum of industries, including pharmaceuticals, agrovet, Unani/herbal, cosmetics, toiletries, and food-grade packaging.
- Their ethos centers on **quality, speed, innovation, and collaboration**, with a continuous focus on exploring new materials, technologies, and mold designs.

Technological Edge & Materials

- **IBM-class production technology:** They were pioneers within India in adopting IBM-standard processes for manufacturing plastic eye-drop containers.
- **Premium raw materials:** Boast use of **100% imported food- and pharma-grade resins**, ensuring sterility, chemical compatibility, and regulatory compliance.
- **International approval standards:** Their containers are **autoclavable, leak-proof**, and meet recognized global benchmarks.

Products & Capacity

1. **Main products:**
 - Eye/ear/nasal drop bottles in sizes ranging from **5 ml to 40 ml**.
 - Petrol-grade bottles, jars, and specialty containers for cosmetics, herbal products, toiletries, and foods.
2. **Production capacity:**
 - Daily output of up to **≈100,000 pieces**, depending on container size or design.
3. **Color options:**
 - Extensive color palette available **at no extra charge** includes translucent, opaque, and specialty tones.

Design, Customization & Support

- **Model development & mold fabrication:**
 - In-house capabilities enable full end-to-end support, from conceptual sketching to prototype creation and mold design.
- **Packaging flexibility:**
 - Offers presentation-ready packaging formats **bags, trays, boxes**, or bulk for storage, shipping, or retail.
- **Minimum-order adaptability:**
 - Accommodates both **small and large batch runs**, adjusting lead times as per client-specific needs.

Quality Assurance & Finishing

- **Manual inspection and trimming:**

- Every batch undergoes post-molding scrutiny trained operators meticulously **trim flash, remove imperfections**, and inspect each piece.

- **Machinery maintenance:**

- Regularly calibrated and maintained equipment ensures consistent product integrity and reduced defect rates.

Organizational Strength & Network

- **Team size & expertise:**

- Although exact employee counts aren't publicly listed, they emphasize a **skilled workforce** for molding, finishing, and R&D.

- **Clientele base:**

- Servicing diverse sectors **pharma, agrovet, herbal/Unani products, cosmetic/toiletry, and food packaging**.

- **Industry standing:**

- Maintains active listings and positive reviews on supplier portals like Dial4Trade, signifying regional reputation and trust.

Competitive Advantages

Area	Differentiator
Tech Adoption	Among first in India using IBM-standard production for eye-drop containers
Material Quality	Pharma-grade imported resins ensure higher purity & regulatory compliance
Customization	Full in-house mold design and rapid prototyping
Quality Control	Hand-finished precision and regular equipment calibration

Contact & Locations

- While their **Tirupati/Ramreddypalli plant** serves core manufacturing, they also list a **Bengaluru (Ashok Nagar)** branch headed by Mohammad Sayeed with verified phone, email, and GSTIN on Dial4Trad.
- You may reach them there for inquiries, or ask me to help locate official local contacts.

Summary & Takeaway

Bismillah Plastic Works projects a robust **full-cycle manufacturing** capability from mold design, advanced production technology, to final finishing. Their offerings are reinforced by global-grade raw materials, high output capacity, stringent quality control, and flexibility in packaging and order volumes. They're especially strong in pharma- and cosmetic-grade packaging.

3.1 LITERATURE REVIEW

1. **Mentoring as a Social Integration Tool – Ostroff & Kozlowski (1993); Chatman (1991)**
2. **Tacit Knowledge Transfer – Polanyi (1966); Nonaka (1994); Nakano et al. (2013).**
3. **Peer Mentoring in Safety Compliance – Lingard & Sublet (2002)** Lingard and Sublet (
4. **Role of Organizational Socialization — Bauer et al. (2007)** Bauer et al. (2007) emphasized
5. **Informal Onboarding in SMEs — Klein & Heuser (2008)** Klein and Heuser (2008)
6. **Safety Training and Workplace Incidents – Frick et al. (2008)** Frick et al. (2008)
7. **Importance of Structured Onboarding — Bauer (2010)** Bauer (2010) emphasized that

3.2 NEED FOR THE STUDY

In the dynamic and labor-intensive sectors of manufacturing and industrial operations, **blue-collar workers** form the backbone of daily production. Despite their critical role, these workers often receive **minimal attention** during the onboarding process compared to their white-collar counterparts. Many small and medium-sized enterprises (SMEs), including units like **Bismillah Plastic Works in Tirupati**, operate with informal or unstructured onboarding practices due to constraints in time, resources, or awareness.

This study becomes essential for the following reasons:

1. **High Attrition Rates among Blue-Collar Workers** Industries employing blue-collar labor often face **frequent turnover**, which disrupts productivity and increases rehiring and training costs. Understanding how effective onboarding can reduce attrition is a key concern for operational stability.
2. **Lack of Role Clarity and Job Satisfaction** Many blue-collar employees begin work with **unclear expectations, inadequate safety training, and insufficient integration into the work culture**. This gap can lead to errors, dissatisfaction, and disengagement. A structured onboarding program can bridge this gap and enhance performance.
3. **Skill Mismatch and Safety Concerns** With the introduction of semi-automated machinery and specialized tools, the need for job-specific training is higher than ever. Improper onboarding increases the risk

of accidents and inefficiencies. This study highlights how effective onboarding ensures **better skill alignment and workplace safety**.

4. **Limited Academic Research in Local Contexts** While onboarding has been studied extensively in formal sectors and large corporations, there is **limited research on onboarding practices specifically for blue-collar workers** in the Indian SME context, particularly in Tier-2 and Tier-3 cities like Tirupati. This study helps fill that gap.

5. **Improving Organizational Commitment** Onboarding isn't just about introducing rules; it is a strategic tool for **building trust, commitment, and a sense of belonging**. This research explores how blue-collar workers perceive onboarding and how it impacts their long-term association with the company.

6. **Policy Implications for HR Practices in SMEs** The findings of this study will help HR professionals and business owners **develop low-cost, scalable onboarding strategies** suited for blue-collar laborers, enhancing their contribution and reducing organizational costs.

3.3 SCOPE OF THE STUDY

The main goal of this study is to thoroughly assess onboarding procedures, their perceived efficacy, and the difficulties that come with them, particularly for blue-collar workers. The scope of the study is restricted to Bismiallah Plastic Works, a single company that works in Tirupati, Andhra Pradesh, in the plastic production and distribution industry. A structured questionnaire that is given to current blue-collar workers in order to learn about their opinions and experiences with the onboarding process is the main tool used to collect data. The analysis's purview includes:

- **Identification of Current Practices:** Recording the company's official and informal onboarding-procedures.
- **Challenge Assessment:** Identifying typical issues that new blue-collar personnel encounter.
- **Impact Analysis:** Examining how onboarding quality is thought to relate to important outcomes including worker retention, output, and safety at work.
- **Finding Best Practices:** Examining successful tactics and removing recommendations for enhancement.
- **Analysis of Key Drivers:** Examining the functions of supervision, safety training, and communication.

The study uses a mostly quantitative approach to data analysis, using logistic regression to examine the correlations between certain variables and descriptive statistics to characterize different onboarding-related factors. Qualitative insights from the survey's open-ended questions greatly enhance this quantitative analysis by offering more in-depth context and justifications for the statistical results. Although the study provides insightful information on the particular circumstances of Bismiallah Plastic Works, the organizational culture, industry traits, and demographic makeup of the sampled workforce inevitably affect the study's conclusions

3.4 PROBLEM STATEMENT

Despite the recognized importance of robust HR practices, many organizations struggle to effectively integrate their blue-collar workforce. This often results in suboptimal employee performance, increased turnover, and elevated risks of safety incidents during the critical initial employment period. The root cause lies in a common oversight: blue-collar onboarding processes are frequently generic, underfunded, or based on assumptions misaligned with the specific realities of these roles, while white-collar onboarding programs typically receive significant strategic focus and resources.

Blue-collar roles, by their nature, demand specialized onboarding attention due to their distinct characteristics. These include the need for intensive hands-on technical training, immediate comprehension and strict compliance with safety protocols, potential language barriers within diverse workforces, and the critical need for seamless integration into existing team dynamics and operational workflows. When onboarding fails to adequately address these unique requirements, new blue-collar workers may feel unsupported, disengaged, and unprepared.

The consequences of such inadequate approaches are significant and multifaceted. New employees may struggle with basic job tasks, leading to reduced productivity at both individual and team levels. Feelings of being undervalued or misunderstood can quickly erode morale and job satisfaction, accelerating turnover. Most critically, in environments involving physical labor and machinery, insufficient hands-on training or unclear safety guidelines can lead to immediate risks, including a higher likelihood of workplace accidents and injuries. These incidents not only jeopardize worker safety but also incur substantial costs through workers' compensation claims, lost productivity, and reputational damage.

Consequently, there is a significant gap between the complex, specific needs of blue-collar roles and the often generic onboarding practices in place. This study is essential to address this disconnect through a focused investigation. By systematically identifying shortcomings in current practices and defining what constitutes effective onboarding for this vital workforce segment, this research aims to provide companies like Bisallah Plastic Works with a clear roadmap to enhance early job experiences, build stronger organizational loyalty, and ensure the long-term success and stability of their blue-collar employees. Addressing this issue is not merely a matter of HR best practices but a strategic imperative for operational efficiency and sustained growth.

3.5 OBJECTIVES

1. **To analyze** the current onboarding practices used by organization for blue-collar workers.
2. **To identify** key challenges faced by blue-collar employees during the onboarding process.

3. **To evaluate** the impact of ineffective onboarding on employee retention, productivity, and workplace safety.
4. **To explore** best practices and strategies for optimizing onboarding programs for blue-collar workers.
5. **To explore** the role of communication, safety training, and supervision in successful onboarding.

The Role of Communication, Safety Training, and Supervision in Onboarding Success

- Communication: Throughout the onboarding process, it is crucial to communicate in a clear, succinct, and consistent manner.
 - Techniques: in-person, visual aids, translated materials, and straightforward language.
 - Effect on comprehension of job descriptions, corporate guidelines, and standards.
 - Safety training is required by law and ethics.
 - Techniques: hands-on exercises, drills, visual aids, and frequent recaps.
 - Making certain that PPE, emergency protocols, danger identification, and machine operation are understood.
- A clear connection to fewer mishaps and a safer workplace.
- Supervision: The supervisor serves as the blue-collar workers' main point of contact and source of direction.
 - Participate in problem-solving, dispute resolution, performance evaluation, and daily work assignment.
- Effect on sentiments of support and social integration. After initial onboarding, ongoing supervision is essential for continued success and growth.

3.10 RESEARCH METHODOLOGY

Design-Research

This study used a descriptive and exploratory methodology with a largely quantitative research design. The present onboarding procedures, difficulties, and perceived functions of communication, safety training, and supervision as stated by blue-collar workers were methodically identified and described using a descriptive approach. As a result, frequency distributions, means, and standard deviations might be produced to provide a summary of the sample's properties and the phenomenon being studied. Logistic regression analysis was used to incorporate an exploratory component. This made it possible to examine any correlations between the dependent variable of perceived inefficient onboarding and the independent variables of employee views of productivity, retention (thinking about leaving), and workplace safety.

In order to easily gather standardized data from a group of employees and to facilitate statistical analysis, a survey-based quantitative approach was used. The major emphasis remained on measurable measurements to satisfy the stated objectives, even if open-ended questions were used to incorporate qualitative features.

Because the survey was cross-sectional, data was gathered all at once, giving a snapshot of impressions rather than following changes over time.

Population and Sampling

- **Target Population:** All blue-collar employees of Bismiallah Plastic Works in Tirupati, Andhra Pradesh, made up the study's target population. According to the operational structure of the business, this population consists of people working in manufacturing, maintenance, logistics/warehouse operations, and cleaning/sanitation positions.
- **Sample Frame:** The sample frame included a list of current Bismiallah Plastic Works blue-collar workers who were willing to take part in the study.
- **Sample Size:** A total of 35 blue-collar workers took part in the research and gave thorough answers to the survey. It is crucial to recognize that, although this sample size is sufficient for exploratory insights and descriptive analysis inside this particular organization, it is quite small for inferential statistical analysis, especially for strong extrapolation to a broader population or identifying nuanced linkages.

The sample technique should be specified, such as convenience sampling or purposeful sampling. Convenience sampling was probably used because of the practical limitations that are frequently connected to organizational research. Participants in this non-probability sampling approach are chosen based on their availability and willingness to participate. Despite its convenience, this approach may not have produced a sample that is entirely representative of Bismiallah Plastic Works' blue-collar workers; hence, results should be evaluated accordingly. Every effort was made to guarantee a varied representation in every department.

4.1 Data Collection Instrument

The primary data collection instrument used in this study was a **structured questionnaire**. The questionnaire was designed to gather both quantitative and qualitative data relevant to the research objectives, ensuring consistency and ease of analysis. It was divided into seven distinct sections:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	105	1	4	2.14	1.051
Education Level	105	1	3	1.97	.740
Department	105	1	5	2.89	1.607
Employment Length	105	1	4	2.49	1.136
Onboarding Quality (Q7)	105	3	4	3.49	.502
Challenge_8	105	2	4	3.06	.795

Challenge_9	105	2	4	3.09	.735
Challenge_10	105	2	4	3.03	.700
Challenge_11	105	2	4	2.86	.871
Challenge_12	105	2	4	3.31	.788
Productivity (Q13)	105	4	5	4.49	.502
Considered Leaving (Q14)	105	1	5	3.20	1.534
Safety Concern (Q15)	105	3	5	3.94	.795
Satisfaction (Q17)	105	3	5	4.26	.772
Comm (Q18)	105	3	5	3.57	.770
Safety Training Clarity (Q19)	105	3	5	3.89	.824
Supervision (Q20)	105	3	5	3.97	.814
Confidence (Q21)	105	3	5	4.03	.814
Helpful Part (Q22)	105	1	3	1.77	.724
Suggested Improvement (Q23)	105	1	3	2.00	.899
Valid N (listwise)	105				

INTERPRETATION:

- The **mean age (2.14)** indicates that most respondents were in the **younger to mid-age range**, and the education level shows a moderate literacy level among blue-collar workers.
- **Departmental diversity** is evident from the standard deviation (1.607), showing that responses were collected from employees across multiple functional areas.
- **Onboarding Quality** received a mean score of **3.49**, indicating that most workers perceived the onboarding experience as good.
- The challenges (Q8 to Q12) showed **moderate agreement**, particularly **Challenge_12 (mean = 3.31)**, suggesting that certain aspects of onboarding need improvement.
- **Productivity post-onboarding (Q13)** had a very high mean of **4.49**, showing a strong positive outcome of the onboarding process.
- Items like **Satisfaction (4.26)**, **Supervision (3.97)**, **Safety Clarity (3.89)**, and **Confidence (4.03)** reflect the overall effectiveness and supportiveness of the onboarding system.
- The "**Considered Leaving**" variable (**mean = 3.20**) had high variability, suggesting **mixed feelings about retention**.

- Feedback-related questions like **Helpful Part (1.77)** and **Suggested Improvements (2.00)** indicate that while some onboarding elements were helpful, workers also see opportunities for betterment.

Logistic Regression

Classification Table ^{a,b}					
	Observed		Predicted		
			Onboarding Quality (Q7)		Percentage Correct
			3	4	
Step 0	Onboarding Quality	3	54	0	100.0
	(Q7)	4	51	0	.0
	Overall Percentage				51.4
a. Constant is included in the model.					
b. The cut value is .500					

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Challenge_8		7.397	2	.025	
	Challenge_8(1)	-1.317	.517	6.498	.011	.268
	Challenge_8(2)	-1.184	.523	5.133	.023	.306
	Constant	.847	.398	4.523	.033	2.333

a. Variable(s) entered on step 1: Challenge_8.

HYPOTHESIS

(H₀):Challenge_8 has **no significant effect** on Onboarding Quality (Q7).

(H₁):Challenge_8 has a **significant effect** on Onboarding Quality (Q7).

Interpretation

- For **Q7 = 3**: The model correctly predicted all 54 cases (100% correct), meaning all respondents who rated onboarding quality as 3 were accurately classified.
- For **Q7 = 4**: The model predicted 0 cases correctly (0% correct), meaning none of the 51 respondents who rated onboarding quality as 4 were accurately classified.

Classification Table ^{a,b}					
	Observed		Predicted		
			Productivity (Q13)		Percentage Correct
			4	5	
Step 0	Productivity (Q13)	4	54	0	100.0
		5	51	0	.0
	Overall Percentage				51.4
a. Constant is included in the model.					
b. The cut value is .500					

Variables in the Equation						
	B	S.E.	Wald	df	Sig.	Exp(B)
Step 0 Constant	-.057	.195	.086	1	.770	.944

Hypothesis:

(H₀):The predictors used in the model do **not significantly affect** the classification of productivity (Q13).

(H₁):At least one of the predictors has a **significant effect** on the classification of productivity (Q13).

Interpretation:

- No cases of "5" were predicted correctly** — the model **predicts all observations as "4"**, regardless of actual class.
- This is an indication of **model bias** or **lack of predictive power** from the independent variables.
- The model's **overall accuracy (51.4%)** reflects the base rate of the larger class (i.e., class "4" had 54/105 observations).
- This is called a **null or constant-only model**, where the model simply predicts the most frequent class — in this case, "4".
- Sensitivity** and **specificity** are both poor for class "5"

Classification Table ^a					
	Observed		Predicted		
			Productivity (Q13)		Percentage Correct
			4	5	
Step 1	Productivity (Q13)	4	24	30	44.4
		5	9	42	82.4
	Overall Percentage				62.9

a. The cut value is .500

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a						
Challenge_9			9.213	2	.010	
Challenge_9(1)	.511	.506	1.021	1	.312	1.667
Challenge_9(2)	-.981	.565	3.012	1	.083	.375
Constant	.000	.408	.000	1	1.000	1.000

a. Variable(s) entered on step 1: Challenge_9.

Hypothesis

(H₀):Challenge_9 has **no significant effect** on employee productivity.

(H₁):Challenge_9 has a **significant effect** on employee productivity.

Interpretation

- The model is better at predicting class **5 (Very High productivity)** (82.4% correct).
- **Class 4 (High Productivity)** is predicted with lower accuracy (44.4% correct).
- **Overall classification accuracy = 62.9%**, which is an improvement over the baseline (near 50%).

4.2 Overall Findings of the Project

1. Informal and Unstructured Onboarding Practices

The onboarding process at Bismillah Plastic Works is present but lacks formal structure, standardization, and consistency. While employees do receive basic introductions and some guidance, there is no documented or strategic onboarding program in place. Most new hires are introduced to their roles through informal peer learning or brief supervisor instructions. This inconsistency often results in varied experiences across departments. Workers reported that onboarding mainly focuses on job duties but lacks emphasis on safety culture, communication, and organizational values. This gap can contribute to confusion, uneven training quality, and slower integration into the workplace. Therefore, there is a clear need to develop a structured onboarding program that can be uniformly applied across the organization.

2. Onboarding Quality Rated as Average to Good

The majority of workers rated their onboarding experience between “average” and “good,” with a mean score of 3.49. This indicates that the onboarding process fulfills basic expectations but falls short of excellence. Employees appreciated some elements like initial job introductions and safety briefings, but felt that these lacked depth and continuity. The data shows that while onboarding serves its minimum purpose, it does not significantly foster engagement, motivation, or long-term loyalty. These ratings highlight that the company is meeting essential onboarding requirements but must improve consistency, clarity, and support to raise satisfaction. Enhancing onboarding can improve employee morale and better align them with the organization's goals.

3. Key Challenges Faced During Onboarding

Workers identified several key challenges during onboarding, the most notable being confusion over whom to approach for help, unclear safety instructions, and inadequate support in the first few weeks. Language barriers further complicated the onboarding process, particularly for workers from rural backgrounds who struggle with written or technical instructions. Many reported receiving too much information all at once, with little guidance on how to prioritize or apply it practically. These findings suggest that the onboarding process currently lacks structure and fails to address the individual learning needs of blue-collar employees. To ensure better adaptation, these challenges must be systematically addressed through revised and inclusive onboarding strategies.

4. Positive Impact on Confidence, Satisfaction, and Productivity

Despite the onboarding process being rated only moderately, it still had a strong positive effect on several key outcomes. Employees reported feeling confident (Mean = 4.03), satisfied (4.26), and productive (4.49) after completing onboarding. This indicates that even an informal process can positively impact performance and morale when workers receive some level of clarity and support. These results reinforce the importance of onboarding as a foundational step in shaping employee behavior, work ethic, and engagement. It also highlights the potential for even greater outcomes if the onboarding program is made more structured, engaging, and tailored to blue-collar needs.

5. Mixed Intentions Regarding Employee Retention

A concerning finding was that a considerable portion of employees had considered leaving the organization post-onboarding, with a mean score of 3.20 for the “Considered Leaving” variable. This reveals a disconnect between early job experiences and long-term retention. While workers may feel capable and satisfied initially, the lack of continued support, unclear expectations, or poor cultural integration could drive them to consider exiting the company. This trend calls for urgent intervention in the form of retention-oriented onboarding,

continuous engagement, and clear communication of growth opportunities. If not addressed, such gaps could lead to high turnover and increased training costs.

6. Strong Supervision and Safety Training

The company received high marks for supervision (Mean = 3.97) and safety training clarity (Mean = 3.89). Employees felt supported by their immediate supervisors, who provided regular instructions and monitored task completion effectively. Safety protocols were also explained clearly during onboarding, contributing to a strong sense of workplace security. These findings reflect positively on the company's leadership and compliance culture. However, there is room to improve by reinforcing safety training through regular refreshers, practical drills, and the inclusion of visual or multilingual aids to cater to all workers. Maintaining strong supervision and safety standards is crucial to ensuring both employee well-being and operational efficiency.

7. Absence of Mentorship and Feedback Mechanisms

One of the most notable gaps in the current onboarding system is the lack of a formal mentorship or buddy program. Workers expressed that they often felt isolated or unsure about job expectations during the initial weeks. There is no official structure for feedback or performance check-ins, which limits opportunities for correction, learning, or engagement. Establishing a mentorship system would provide continuous support, foster peer learning, and strengthen social integration. It would also enhance trust and clarity between new hires and experienced staff. This change could significantly improve onboarding effectiveness and long-term employee commitment.

8. Need for Multilingual and Practical Training Approaches

Given the diverse backgrounds of blue-collar workers, many face difficulty in comprehending onboarding materials that are only available in English or formal Telugu. Workers expressed the need for onboarding sessions and safety instructions to be delivered in **native/local languages** using **visual aids** and **demonstrations**. Additionally, there is a preference for **hands-on training** over theory-based orientation, especially for machine handling and safety compliance. Incorporating practical modules, real-time simulations, and translated documents can enhance understanding, reduce errors, and empower workers to perform tasks more confidently and safely. These changes will make onboarding more inclusive and effective for the workforce.

4.3 SUGGESTIONS

In order to improve the integration, productivity, retention, and safety of blue-collar workers, Bismiallah Plastic Works is advised to implement the following practical suggestions based on the study's findings:

1. Create Accessible and Clear Support Channels:

- **Suggestion:** Clearly outline and formalize the points of contact for new hires with a variety of queries (e.g., technical, job-specific, HR-related).
- **Execution:** Make a straightforward, visual "Who to Contact" chart or guide, perhaps including images of important individuals and their positions. Make sure new recruits are aware of who to contact for everyday operational inquiries, in addition to their immediate supervisor.
- **Justification:** Will lessen new recruit annoyance and delays by directly addressing the most significant issue noted (Q12).

2. Make mentorship and buddy programs stronger and more official:

- **Suggestion:** Establish a buddy or mentor system in which seasoned blue-collar workers are formally paired with new hires for a certain amount of time (e.g., three to six months).
- **Execution:** Mentors should get instruction on how to successfully lead, assist, and integrate new hires. Organize frequent check-ins between new recruits and mentors/buddies, and consider offering mentors rewards.
- **Justification:** Fosters continued assistance (Q16) and social integration by directly addressing the need for "Assignment of a mentor or buddy" (Q16) and the issue of "not enough guidance in the first few weeks" (Q9).

3. Improve Hands-on and Practical Training:

- **Suggestion:** In the onboarding program, increase the amount and caliber of practical, job-specific training.
- **Execution:** Set aside additional time for the supervised practical application of abilities. Make use of guided practice sessions, real-world task situations, and simulations. For every blue-collar job, think about creating uniform practical training modules.
- **Justification:** Immediately responds to the high need for "More hands-on training" (Q16) and fits in with blue-collar workers' preferred methods of learning, which promotes quicker skill acquisition and boosts confidence (Q21).

4. Put Multilingual Communication Techniques into Practice:

- **Suggestion:** In all onboarding interactions, proactively address language challenges.
- **Execution:** Key onboarding documents (such as policy summaries, safety instructions, and job descriptions) should be provided in the native tongues of the blue-collar workers. During orientation and

important training sessions, think about using multilingual supervisors or authorized interpreters. Make heavy use of demonstrations and visual aids.

- **Justification:** Ensures understanding of important information, particularly for safety, by directly responding to the top proposal "Translated materials in native language" (Q16) and addressing the issue of "trouble understanding instructions due to language barriers" (Q8).

5. Assure Continuous Reinforcement and Crystal-Clear Safety Training:

- **Suggestion:** Examine and improve current safety training curricula to guarantee completeness and clarity.
- **Implementation:** After first training, do brief, frequent refreshers on important safety protocols. Make use of a variety of techniques, such as hands-on examples, visual aids, brief films, and Q&A sessions. Make sure managers consistently enforce safety procedures on a daily basis.
- **Rationale:** Prevents workplace mishaps by addressing the issue of "safety procedures were not clearly explained" (Q10) and guaranteeing high "Safety Training Clarity" (Q19).

6. Increase Expectation Clarity and Consistency:

- **Suggestion:** Make sure that job descriptions, performance standards, and daily responsibilities are conveyed as clearly as possible from the beginning.
- **Implementation:** New recruits should have organized discussions with supervisors that include frequent explanations of daily responsibilities, weekly objectives, and performance evaluation criteria. For everyday jobs, make use of checklists or basic visual aids.
- **Justification:** Immediately addresses the recommendation for "Better communication of expectations" (Q16) and improves supervisors' overall "Comm (Q18)" while lowering uncertainty and raising output (Q13).

7. Provide Continued Assistance and Monitoring:

- **Suggestion:** Adopt a continuous integration method instead of an episodic onboarding attitude.
- **Implementation:** During the first three to six months of employment, supervisors should do routine check-ins with new recruits, proactively addressing any issues and offering feedback. 34 Promote a policy of openness.
- **Justification:** Promotes continual learning and lessens the sense of being abandoned by aligning with the demand for "Ongoing support after onboarding" (Q16) and improving perceived "Supervision (Q20)".

By methodically putting these suggestions into practice, Bismiallah Plastic Works can turn its onboarding program into a very powerful instrument for drawing in, integrating, and keeping its blue-collar workers, which will ultimately enhance operational effectiveness, safety, and overall business success.

4.5 BIBILOGRAPHY

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