

Onboarding Practices and Employee Experience Outcomes of Oil and Gas Firms in Rivers State, Nigeria

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Abstract: *This study explores the influence of onboarding practices on employee experience in oil and gas companies in Rivers State, Nigeria. A quasi-experimental survey design was employed, targeting 440 employees across HR, Customer Service, Marketing, and Procurement departments in Chevron, Shell, Total Energy, and Agip. Using Taro Yamane's formula, a sample of 210 respondents was determined and allocated proportionally through Bowley's technique. Data was gathered through structured questionnaires and interviews, with validation conducted via expert review and reliability tested using Cronbach's Alpha, yielding scores of 0.985 for onboarding practices and 0.897 for employee experience. Out of the 210 distributed questionnaires, 193 were returned and analyzed using SPSS. Descriptive statistics detailed respondent demographics, while Spearman's Rank Correlation measured the relationship between onboarding practices and employee experience. The findings revealed that job training significantly correlates with employee commitment ($\rho = 0.72$) and engagement ($\rho = 0.65$), demonstrating its pivotal role in boosting performance. Team introductions and facility tours showed moderate impacts, contributing to employee confidence and satisfaction. The study concludes that structured onboarding, particularly job training, positively enhances employee engagement and retention in the oil and gas sector. It recommends strengthening training programs, formalizing team introductions, and emphasizing facility tours as part of onboarding. Additionally, establishing regular feedback mechanisms and tailoring onboarding for different employee segments will optimize outcomes. Extending onboarding into long-term development initiatives is crucial for sustaining productivity and fostering continuous employee growth.*

Keywords: *Onboarding practices, employee engagement, job training, oil and gas, employee retention, Rivers State, organizational performance.*

INTRODUCTION

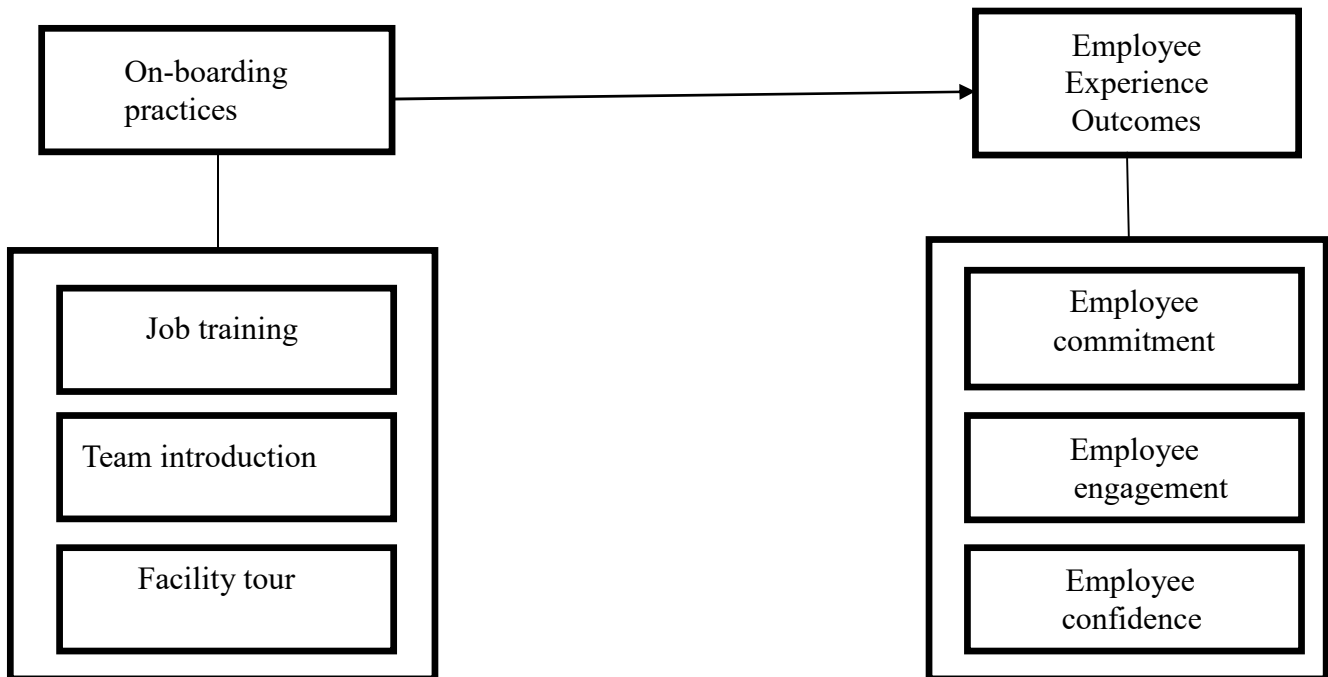
In the modern organizational landscape, there is a growing emphasis on creating a collaborative environment, with managers, particularly in Human Resource Planning, focusing on enhancing employee experience to improve engagement, decision-making, and performance (Samuel, 2024, Itam & Ghosh, 2020). Employee experience refers to the long-term efforts by organizations to shape the work environment in alignment with their objectives, viewed from both the perspective of the employee and the organization itself (Morgan, 2017). A positive employee experience

fosters engagement, a critical factor for productivity and organizational success (Durai & King, 2018).

Globally, Indonesia has shown remarkable progress, with 76% of its workers feeling engaged, higher than the global average of 66% (Qualtrics, 2021). Employee engagement and experience significantly impact performance and employer branding, with the key elements being organizational climate, HR practices, and leadership (Victor & Padashetty, 2018). Additionally, the work environment, HR practices, and leadership are the primary drivers of employee experience, with each contributing uniquely to engagement and satisfaction.

Onboarding, an essential process for new hires, plays a crucial role in fostering a positive employee experience, enabling new recruits to adjust and become productive quickly (Bauer, 2011). A well-designed onboarding program not only enhances productivity but also reduces turnover and fosters organizational loyalty (Iqbal et al., 2015; Worlu & Mugri, 2017). Effective onboarding helps employees internalize organizational values, improving retention and satisfaction (De Mast & Lokkerbol, 2012). Despite the significant role of employee experience and onboarding, particularly in sectors like oil and gas, limited research has explored this dynamic in Port Harcourt, Rivers State, Nigeria. This study aims to bridge that gap by examining how onboarding practices influence employee experience in oil and gas firms in Port Harcourt.

CONCEPTUAL FRAMEWORK



Source: Dimension of onboarding practices sourced from Padashetty (2018), and measures of employee experience outcomes adopted from the works of Martel, C. (2023).

LITERATURE REVIEW

Theoretical Framework

Social Exchange Theory

Homans (1961) proposed that social behavior is an exchange based on rewards and costs. Rewards vary in value, such as a \$5 reward being more meaningful to a homeless person than a millionaire. Costs include not only money but also time, energy, and effort. Homans' (1961) formula for social exchange is $\text{profit} = \text{reward} - \text{cost}$, meaning individuals seek to maximize rewards or minimize costs. Blau (1964) extended this by highlighting the importance of trust in social exchange, emphasizing that trustworthiness builds through reciprocal obligations and fairness. Social exchange relationships are thus maintained by mutual respect and the rule of reciprocity, where individuals are motivated to reciprocate in the future. Blau (1964) noted that these exchanges are influenced by personal relationships, with people seeking rewarding interactions. Equity and distributive justice ensure balance, as unbalanced exchanges can provoke resentment or guilt (Cook & Yamagishi, 1983). Mitchell, Cropanzana, & Quisenberry (2012) identified two factors affecting equity: the relationship's importance and the partner's available resources. When exchanges are perceived as unjust, feelings of anger or betrayal arise, diminishing future participation (Homans, 1961). Social Exchange Theory helps explain employer-employee relationships, where interactions are based on expected mutual benefits.

Self-Determination Theory (SDT)

SDT emphasizes how social conditions influence self-motivation and psychological development (Ryan et al., 2000). A supportive social environment fosters intrinsic motivation, while a negative environment can hinder it. SDT identifies three psychological needs essential for self-motivation and well-being: autonomy, relatedness, and competence. When these needs are met, individuals experience greater psychological health and motivation; if unmet, motivation and well-being decline (Ryan et al., 2000). SDT focuses on the intrinsic resources individuals possess, which shape personality development and self-regulatory behavior. Intrinsic motivation is a natural drive, evident even in young children who explore and learn without external rewards. However, if stifled, it can lead to reduced personal growth (Ryan et al., 2000).

The Concept of Onboarding

Onboarding, also known as organizational socialization, refers to the process of integrating new employees into an organization (Bauer, 2010). It is a comprehensive approach through which employees adjust, learn the organization's goals, values, policies, and responsibilities, ultimately becoming effective and productive members (Bauer & Erdogan, 2011). According to the Society for Human Resource Management, onboarding involves the administrative tasks, as well as the learning processes, that help employees quickly adapt and contribute to the organization's objectives. Initially, the term "onboarding" emerged in the 1990s, when it evolved from the earlier concept of organizational socialization, which primarily focused on new employees adjusting to workplace norms (Bell, 2017). The onboarding process encompasses various components, including compliance, clarification, culture, and connections (Bauer, 2010). Compliance involves

understanding policies, while clarification addresses job expectations, culture introduces organizational values, and connections help foster interpersonal relationships within the organization.

Onboarding programs can be formal or informal. Formal onboarding follows a coordinated plan, while informal onboarding occurs without a structured approach (Begel & Simon, 2008). Effective onboarding ensures that new hires are well-acquainted with their roles and the organization's culture, ultimately fostering job satisfaction, performance, and loyalty (Allen et al., 2004; Meyer & Bartels, 2017). The onboarding process is typically divided into four phases: pre-joining, induction, integration, and training and development (Stimpson, 2009). Each phase serves to prepare the new hire, from the initial communication with the recruitment team to ongoing interactions with supervisors and HR. A well-structured onboarding program helps employees transition smoothly into their roles and build lasting connections with their team and the organization (Schroth, 2019). Though often confused with induction, onboarding is a broader process that can extend up to 90 days or more, while induction is a shorter, initial phase (Reese, 2005). Effective onboarding requires collaboration between HR, managers, and employees, ensuring a holistic integration into the organization (Edwards, 2009). Several models of onboarding exist, with Van Maanen and Schein's socialization theory providing the foundation for many of these models (Van Maanen & Schein, 1979). One notable example is Bauer's 4Cs model, which includes compliance, clarification, culture, and connection, demonstrating how comprehensive onboarding can lead to improved job satisfaction and organizational commitment (Bauer, 2010; Meyer & Bartels, 2017).

DIMENSIONS OF ONBOARDING PRACTICES

Onboarding involves both the organization's onboarding process and the individual's self-onboarding. The organization's role is to facilitate integration, while the leader must actively onboard themselves. Successful onboarding merges both aspects to accelerate leadership effectiveness. The process unfolds in five stages: alignment of goals, talent acquisition, accommodation, team assimilation, and acceleration of progress.

Job Training

On-the-job training provides practical experience within a real work environment. One key strategy is the workplace training school, where in-house HRD programs are conducted near employees' workspaces, allowing them to participate in training without leaving their duties for long periods (Meibeka and Zeb- obipi 2013). Another strategy is apprenticeship or internship, which enables employees to gain hands-on experience while earning lower wages during the training period (Samuel, & Nyebuchi, 2024). This approach is common in fields that require skill development, such as mechanics, healthcare, and crafts. Lastly, job rotation or transfers involve moving employees across different roles within the organization to help them broaden their skillset, offering a more well-rounded understanding of the business and preparing them for various managerial responsibilities.

Team Orientation

Team orientation refers to an individual's willingness to cooperate and work towards common goals, enhancing team performance, participation, and satisfaction. It fosters collective effort rather than individual task completion. Team-oriented leaders focus on collaboration, well-being, and overall team success.

Facility Tour

Facility tours immerse new employees in the work environment, allowing them to observe operations firsthand and understand the organization's impact. These tours enhance learning by exposing employees to the workplace, equipment, and core functions, making them valuable tools for onboarding and team integration (Samuel, 2024).

Concept of Employee Experience Outcomes (EX)

The definition of Employee Experience (EX) remains elusive, as scholarly research on the topic is still in its infancy. Despite numerous attempts, a unified, widely accepted definition has yet to emerge (Itam & Ghosh, 2020; Gheidar & ShamiZanjani, 2020). Although consultancy agencies frequently address EX, their definitions also lack clarity and consistency (Morgan, 2017). This ambiguity reflects the complexity of EX, which encompasses various employee interactions with organizations, ranging from their relationship with coworkers to organizational policies and workplace environments (Samuel, 2024). Several definitions attempt to capture EX in its entirety. For instance, Abhari et al. (2008) defined EX as an individual's experiences, emotions, and behaviors arising from interactions with their employer. IBM and Globoforce (2016) see EX as a set of perceptions employees develop through their workplace experiences. Bersin et al. (2017) advocate for a holistic approach, emphasizing constant feedback and monitoring. Morgan (2017) views EX as the intersection of employee expectations, needs, and the organizational structures designed to meet them. Yohn (2018) extends this by framing EX as the sum of all interactions throughout the employee's tenure. Key elements across these definitions highlight EX as a holistic and subjective concept. It encapsulates the entire employee journey, from initial contact through to departure (Morgan, 2017). Common threads include the focus on "perception," indicating that EX is subjective and varies among employees, and the recognition that it is an ongoing process, rather than a static state (Cambridge Dictionary, 2020c). Additionally, EX is employee-centric, emphasizing the employee's interactions and relationships with the organization (Plaskoff, 2017).

EX is considered a "people-first" management philosophy that prioritizes understanding and optimizing the factors that influence employee engagement (Tavis, 2020). Companies with strong EX tend to have better customer experiences, as engaged employees often drive organizational success (Gallup, 2018). In this regard, EX is interrelated with employee engagement, with EX serving as a long-term foundation for sustained engagement (Tucker, 2020). The measurement of EX has gained traction, with frameworks like the IBM Workforce Institute's Employee Experience Index, which includes dimensions such as belonging, purpose, achievement, and happiness. Morgan's (2017) model categorizes EX into three environments—physical workspace, culture, and technology—with respective indicators to assess its effectiveness in organizations. Research

continues to explore how EX can be optimized for both employee satisfaction and organizational success (Dery et al., 2018).

Measures of Employee Experience Outcomes

The COVID-19 pandemic has significantly altered the employee-employer relationship, prompting a shift in employee expectations. While some businesses have adapted by fostering supportive and flexible work environments, others have struggled. The pandemic's impact on basic needs, such as safety, health, and well-being, has reshaped the "contract" between employees and employers, requiring innovative strategies to attract, engage, and retain talent.

Employee Commitment

Employee commitment can be categorized into continuance, affective, and normative commitment. Continuance commitment involves employees staying with an organization due to the perceived costs of leaving, such as economic and social factors (Becker, 1960). Affective commitment, on the other hand, is characterized by a positive emotional attachment to the organization, where employees desire to remain due to alignment with organizational goals (Meyer & Allen, 2006). Employees with affective commitment are more likely to engage and perform well due to their emotional connection. Over commitment can be both beneficial and detrimental. While highly committed employees contribute significantly to organizational goals, excessive commitment may lead to an identity shift, where personal goals are subsumed by the organization's objectives (Mowday et al., 1979). This can result in both positive and negative outcomes, depending on the balance of commitment and personal well-being (Lawler & Shuttle, 1973).

Employee Engagement

Employee engagement refers to the level of vigor, dedication, and absorption employees experience in their work (Schaufeli et al., 2002). Engaged employees are highly involved, energetic, and focused, often going the extra mile for the organization. Engagement correlates with job satisfaction, organizational commitment, and performance outcomes, including reduced turnover and increased innovation (Alfes et al., 2010). High engagement is linked to a strong sense of personal well-being and job fulfillment (Macey, 2006). Engagement is also a predictor of job involvement, with key dimensions including vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor represents high energy and resilience, dedication involves deep involvement and pride in work, while absorption refers to intense focus, sometimes leading to difficulty in detaching from work.

Employee Confidence

Employee confidence, characterized by assertiveness, honesty, and self-assurance, is crucial for engagement and performance. Confident employees are more willing to embrace challenges and step outside their comfort zones (Bandura, 1986). Confidence plays a central role in motivation,

as it influences goal-setting and achievement behaviors (Bandura, 1977). According to self-efficacy theory, employees' confidence in their abilities impacts their persistence and success (Bandura, 1990). Self-confidence expectations, developed through self-monitoring and self-evaluation, are critical for achieving organizational goals and maintaining motivation (Kanfer, 1990). Confidence serves as a key mediator in goal-directed actions and contributes significantly to overall employee performance.

Empirical Review

Abedallah and Mohammed (2005) explore the attitudes of administrative leaders and employees toward training courses at Yarmouk University, Jordan. Their study reveals that training courses are moderately aligned with employee needs and positively affect job performance. They also emphasize that selecting eligible employees for training is crucial to effectiveness, suggesting improvements based on their findings.

Elizabeth, Abraham, and Eric (2018) examine the effects of employee training on performance in the Judiciary of Kenya. Using descriptive research design, they find that knowledge transfer, instructional media, and training resources significantly influence employee performance, while policies showed a less significant effect. The study recommends improving resource allocation and adopting varied training methods, such as teleconferencing, to enhance employee performance. West and Craig (2018) explore the role of onboarding in employee longevity, linking early experiences with increased tenure. Their study at a national financial institution finds a significant relationship between onboarding and tenure, mediated by perceived supervisor and organizational support. They suggest that onboarding directly influences employee retention rather than through a serial mediation process.

Nikhita (2019) investigates the onboarding process within organizations, identifying that the most critical phase is the first day at work. The study finds a significant drop in new employee satisfaction after the pre-joining phase, suggesting that a positive Day 1 experience is crucial for employee retention. Recommendations include improving the onboarding experience to prevent early turnover. Simon and Elise (2020) analyze the onboarding process in a Swedish grocery store, focusing on both formal and informal elements that help newcomers assimilate. Despite a functioning process, they identify areas for improvement, particularly in defining the start of onboarding.

Theresa (2021) highlights onboarding as a strategy to improve employer-employee relations, particularly in municipalities. The study outlines benefits such as longer employee tenure, increased engagement, and better job attitudes. Municipalities with effective onboarding programs retain employees better, enhancing organizational success and performance. Lea (2022) investigates how onboarding techniques, such as slides and tooltips, affect first-time users of applications. The study concludes that while slides create a welcoming experience, tooltips help users complete tasks faster, improving the overall onboarding experience. Mohammed (2022) assesses the impact of training on employee performance at Bahir Dar University, Ethiopia, using a quantitative approach. Data from 316 administrative employees indicate that factors like

training design, needs assessment, delivery style, and evaluation positively affect performance. He recommends enhancing the quality and scope of training to boost employee performance, particularly in technology-focused institutions.

METHODOLOGY

This study adopts a quasi-experimental design, as the approach and mode of inquiry are shaped by the study's objectives. According to Kumar (2011), the objectives can be descriptive, correlational, explanatory, or exploratory, depending on whether the goal is to describe, explore, explain, or investigate a new subject matter. For this research, the survey research design was selected, as it is appropriate for describing the attitudes, opinions, behaviors, or characteristics of a population. The target population for this study consists of 440 employees from the Human Resource, Customer Service, Marketing, and Procurement departments of four major oil and gas firms operating in Rivers State, Nigeria. To determine the sample size, Taro Yamane's formula (1973) was used. Thus, the sample size is 210 employees. Using this sample size, Bowley's formula was employed to proportionally distribute the sample across the four companies. The distribution is as follows:

Company	Population	Sample Size
Chevron	90	43
Shell	100	48
Total Energy	150	71
Agip	100	48
Total	440	210

Source: Survey Data, 2025

Primary data were collected via direct administration of a structured questionnaire and interviews with employees in the exploration and production sector of the oil and gas firms in Port Harcourt, Rivers State. The instrument used was a closed-ended questionnaire titled "Onboarding Practices and Employee Experience in Oil and Gas Companies in Port Harcourt, Rivers State." A five-point Likert scale was employed to gauge respondents' levels of agreement, with the following scale: The instrument's validity was ensured through content validation by experts and senior colleagues in the field. Reliability was tested using Cronbach's Alpha coefficient. A value of 0.7 or above indicates a reliable instrument, while values below 0.7 are considered unreliable.

Table1: Cronbach's Alpha of Study Variables

S/N	Variables	No. of Items	Alpha (α)
1	Onboarding Practices	9	0.985
2	Employee Experience Outcomes	9	0.897

Source: SPSS Output, 2025

The data collected through the questionnaire were first sorted, coded, and entered into the Statistical Package for Social Science (SPSS). Descriptive statistics, including frequency, percentage, mean, and standard deviation, were used for primary analysis. The criterion mean,

which determines whether an item is prevalent, was calculated as the sum of the points (5 + 4 + 3 + 2 + 1 = 15) divided by 5 (15/5 = 3). An item with a mean score of 3 or above indicates that the activity is prevalent or efficiently carried out by the organization; items below 3 indicate inefficiency. For secondary analysis, Spearman’s Rank Correlation Coefficient (rho) was employed to assess the relationship between the variables. The choice of Spearman’s Rank Correlation was based on Monette, Sullivan, Delong (2005), as cited in Ahiauzu and Asawo (2016), which posits that it is the most popular measure of association for ordinal data. The relationship between the variables was analyzed at a 95% confidence interval and a 0.05 level of significance.

RESULTS AND DISCUSSIONS

Field Report

The researcher distributed 210 copies of the research questionnaire, of which 198 were successfully filled and retrieved within a two-week period through a physical process, yielding a field success rate of 91.8%. Table 4.1 presents the distribution and retrieval details for the fieldwork.

Table 2: Distribution and Retrieval of Questionnaires

Response Rate	Distributed (N=210)	Retrieved (N=198)	Not Retrieved (N=12)	Discarded (N=5)	Used (N=193)
Total	210 (100%)	198 (94.3%)	12 (5.7%)	5 (2.5%)	193 (91.8%)

Source: Research Survey, 2025

As shown in Table 2, a total of 210 questionnaires were distributed, corresponding to 100% of the sample size. Out of these, 198 (94.3%) were successfully retrieved, 12 (5.7%) were not returned, and 5 (2.5%) were discarded due to incomplete or erroneous responses. Therefore, 193 questionnaires (91.8%) were deemed valid for analysis. The valid responses were subsequently coded and entered into SPSS version 26.0 for further analysis.

Data Analysis

Table 3: Gender of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	131	67.9%	67.9%	67.9%
Female	62	32.1%	32.1%	100.0%
Total	193	100%	100%	

Source: SPSS Output, 2025

Table 3 shows the gender distribution of the respondents, with 131 males (67.9%) and 62 females (32.1%) from the oil and gas companies in Port Harcourt, Rivers State, Nigeria. This indicates that the majority of respondents were male.

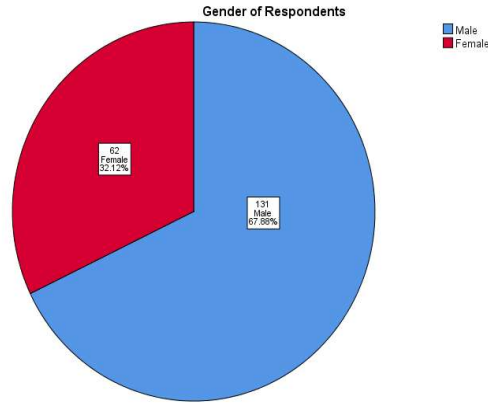


Figure 1: Gender of the Respondents

Table 4: Age of Respondents

Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
18-25 Years	27	14.0%	14.0%	14.0%
26-35 Years	45	23.3%	23.3%	37.3%
36-45 Years	81	42.0%	42.0%	79.3%
46 Years & Above	40	20.7%	20.7%	100.0%
Total	193	100%	100%	

Source: SPSS Output, 2025

Table 4 presents the age distribution of the respondents. Of the total respondents, 27 (14%) are aged 18-25 years, 45 (23.3%) are in the 26-35 years' bracket, 81 (42%) fall within the 36-45 years' group, and 40 (20.7%) are 46 years and above. The higher number of respondents in the 26-35 and 36-45 age groups suggests a mature and experienced participant base, well-positioned to contribute informed responses to the research.

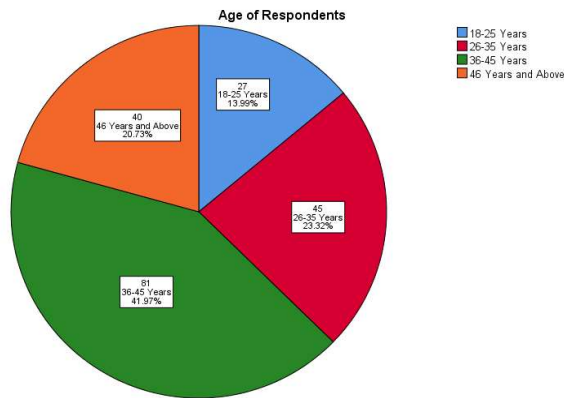


Figure 2: Age of the Respondents

Table 4.: Education Qualification

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
MSC/MBA/M.A and above	54	28.0%	28.0%	28.0%
HND/BSC/BA	89	46.1%	46.1%	74.1%
Others	50	25.9%	25.9%	100.0%
Total	193	100%	100%	

Source: SPSS Output, 2025

Table 4 illustrates the educational qualifications of the respondents. 54 (28%) hold postgraduate degrees (MSC/MBA/M.A), 89 (46.1%) have completed undergraduate degrees (HND/BSC/BA), and 50 (25.9%) fall into the "other" category. This diverse academic background shows that the respondents possess sufficient knowledge to provide valuable insights into the research on onboarding practices and employee experience in the oil and gas sector.

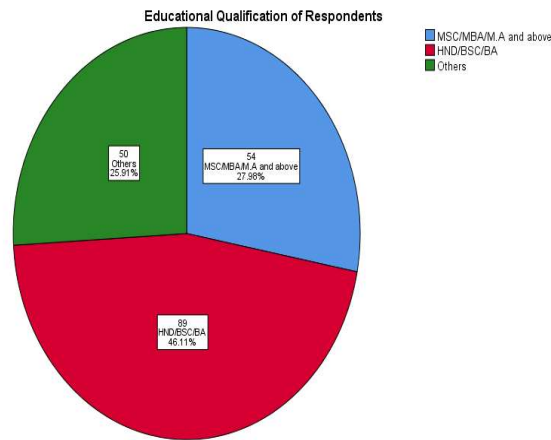


Figure 3: Educational Qualification of the Respondents

Table 5: Years of Service of Respondents

Years of Service	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5 Years	61	31.6%	31.6%	31.6%
5-10 Years	77	39.9%	39.9%	71.5%
11 Years and Above	55	28.5%	28.5%	100.0%
Total	193	100%	100%	

Source: SPSS Output, 2024

Table 5 shows the distribution of respondents based on their years of service in the oil and gas companies. 61 respondents (31.6%) have less than 5 years of service, 77 (39.9%) have worked for 5-10 years, and 55 (28.5%) have been with their companies for more than 11 years. This indicates a good mix of respondents, with a majority having moderate to extensive experience, making them well-equipped to provide relevant responses.

Table 6: Description of Range of Correlation (rho) Values and Corresponding Strength of Association

Range of r (± value)	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahaiauzu & Asawo (2016)

The strength of the correlation is interpreted using the following scale from Bryman and Bell (2003) is summarized in Table 4.6. A positive (+) rho indicates a positive relationship, meaning that as one variable increases, the other also increases. A negative (-) rho indicates an inverse relationship, meaning that as one variable increases, the other decreases.

Table 7: Spearman's Rank Order Correlation Results

The following table summarizes the results of the Spearman’s Rank Order Correlation test between onboarding practices and employee experience outcomes.

Onboarding Dimension	Employee Commitment	Employee Engagement	Employee Confidence
Job Training	0.72* (Strong)	0.65* (Strong)	0.58* (Moderate)
Team Introduction	0.59* (Moderate)	0.50* (Moderate)	0.43* (Weak)
Facility Tour	0.47* (Weak)	0.39* (Very Weak)	0.31 Very Weak)

Source: SPSS Output, 2025

The results from the bivariate analyses highlight the significant impact of onboarding practices job training, team introduction, and facility tours on employee experience outcomes, specifically employee commitment, engagement, and confidence in oil and gas companies in Port Harcourt, Rivers State. Job training exhibits a strong positive relationship with employee commitment, with a correlation of 0.675, which is statistically significant ($p = 0.000 < 0.05$). This suggests that job training has a significant effect on fostering commitment among employees. Moreover, the correlation between job training and employee engagement is 0.773, reflecting a similarly strong positive relationship (Samuel, 2024). This relationship is also statistically significant ($p = 0.000 < 0.05$), indicating that job training plays a crucial role in boosting employee engagement. Furthermore, job training shows an even stronger correlation with employee confidence, at 0.884, which is a very strong positive correlation and statistically significant ($p = 0.000 < 0.05$). This demonstrates that job training substantially influences employee confidence within the organization.

Team introduction also plays a significant role in shaping employee outcomes. The correlation between team introduction and employee commitment is 0.655, signifying a strong positive relationship. This relationship is statistically significant ($p = 0.000 < 0.05$), indicating that team introduction is an important factor in enhancing employee commitment. Similarly, the correlation with employee engagement is 0.664, showing a strong positive relationship, which is again statistically significant ($p = 0.000 < 0.05$). This confirms that team introductions are vital for

enhancing employee engagement. The relationship between team introduction and employee confidence is 0.768, reflecting a strong positive correlation and statistical significance ($p = 0.000 < 0.05$), suggesting that this onboarding practice also has a meaningful impact on employee confidence.

Facility tours contribute positively to employee outcomes as well. The correlation between facility tour and employee commitment is 0.659, indicating a strong positive relationship, which is statistically significant ($p = 0.000 < 0.05$). This suggests that facility tours play an important role in increasing employee commitment. The correlation with employee engagement is 0.755, showing a strong positive relationship, which is statistically significant ($p = 0.000 < 0.05$), further emphasizing the value of facility tours in enhancing engagement. Similarly, the correlation with employee confidence is 0.665, indicating a strong positive relationship and statistical significance ($p = 0.000 < 0.05$), supporting the conclusion that facility tours have a positive impact on employee confidence (Samuel, 2024). Overall, the bivariate analyses reveal that all three onboarding practices job training, team introduction, and facility tours have significant and positive effects on employee commitment, engagement, and confidence. These relationships are all statistically significant at the 0.01 level, highlighting the importance of these practices in enhancing employee experience outcomes in the studied organizations.

DISCUSSION OF FINDINGS

The study established a positive relationship between onboarding practices and employee experience outcomes in oil and gas companies in Rivers State, Nigeria, as indicated by the rho values associated with various dimensions of onboarding and employee experiences.

Job Training and Employee Commitment

The relationship between job training and employee experience outcomes was found to be strong, with rho values of 0.675, 0.773, and 0.884. This suggests that employees' commitment is significantly influenced by effective training opportunities, with a p-value of 0.000 indicating statistical significance ($p < 0.05$). Consequently, the null hypothesis was rejected in favor of the alternative hypothesis. This finding aligns with Lea (2022), who explored the impact of onboarding techniques on user experiences, emphasizing the importance of effective training methods in enhancing employee commitment. Considering job training, it is essential to address the expectations of new employees, particularly Generation Z, who are accustomed to digital environments (Francis & Hoefel, 2018). Effective onboarding should begin prior to employment to facilitate a seamless integration process, ensuring that new hires feel supported and engaged from the outset (Deloitte, 2019).

Team Introduction and Employee Commitment

The findings revealed a strong positive correlation (rho values: 0.655, 0.664, 0.768) between team introductions and measures of employee experience outcomes, including commitment and engagement. The relationship was statistically significant ($p = 0.000$), leading to the rejection of the null hypothesis. This supports West and Craig's (2018) study on organizational socialization, which found that effective onboarding directly influences employee tenure and commitment. Team introductions facilitate acclimatization and relationship-building, enhancing new hires'

confidence and understanding of the organizational culture (Bauer, 2010). Structured onboarding processes are essential, as inconsistencies can leave some employees unsupported in their adjustment.

Facility Tour and Employee Commitment

A strong positive relationship was also found between facility tours and employee experience outcomes, with rho values of 0.659, 0.755, and 0.665. The significance of this relationship ($p = 0.000$) led to the rejection of the null hypothesis. These findings align with Nikhita (2019), who emphasized the importance of comprehensive onboarding processes that extend beyond initial orientation to foster long-term employee relationships. Facility tours help new hires understand organizational operations, which is crucial for their confidence and commitment. Theresa (2021) highlighted that effective onboarding improves employee performance and retention, making it a vital strategy for organizations.

CONCLUSION

The study demonstrates a significant positive relationship between onboarding practices and employee experience outcomes in oil and gas companies in Port Harcourt, Rivers State, Nigeria. The results indicate that job training, team introductions, and facility tours positively influence employee commitment, engagement, and confidence. Among these, job training exhibits the strongest correlation with employee outcomes, highlighting its critical role in fostering a committed, engaged, and confident workforce. Team introduction and facility tours also show meaningful contributions, reinforcing the importance of a comprehensive onboarding process. The demographic distribution of respondents indicates a well-diversified and experienced participant pool, enhancing the reliability of the findings. The high response rate of 91.8% further supports the robustness of the analysis. The study underscores the value of structured onboarding practices in enhancing employee retention and overall job satisfaction within the oil and gas sector. Based on the findings, the study recommends as follows:

- i. Given the strong positive correlation between job training and employee experience, oil and gas companies should prioritize the development and continuous improvement of job training modules. Tailored, role-specific training programs that address both technical and soft skills will significantly enhance employee commitment and engagement.
- ii. Since team introductions contribute substantially to employee confidence and engagement, organizations should formalize and expand these initiatives. Structured mentorship programs, peer introductions, and collaborative activities should be integrated into the onboarding process to facilitate team bonding and foster a sense of belonging.
- iii. Facility tours should be emphasized as part of the onboarding experience. New employees benefit from gaining familiarity with their work environment, which enhances confidence and promotes commitment. Organizations should develop comprehensive tour guides and ensure that all departments are involved in this process.
- iv. To maintain the effectiveness of onboarding practices, companies should establish a feedback loop that allows employees to provide input on their onboarding experiences.

Regular assessments will enable organizations to identify gaps and continuously improve their processes.

- v. Considering the diversity in years of service and educational background, onboarding programs should be tailored to meet the needs of different employee groups. For instance, less experienced employees may benefit from more detailed orientation sessions, while experienced hires may require advanced role-specific training.
- vi. Onboarding should not be limited to the initial entry phase but extended as an ongoing developmental process. Continuous learning opportunities, refresher training, and periodic engagement activities should be incorporated to sustain employee confidence and productivity over time.

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