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The Effect of Onboarding Employees on Talent Retention: A field research in a Sample of Iraqi Private Banks

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Abstract:

The purpose of this research is to understand the nature of the relationship and the level of impact between employee onboarding and talent retention. Employee onboarding assists employees adapting the social aspects of the organization and their new roles more easily, thereby increasing their productivity, satisfaction, and loyalty. The research also aims to identify the factors that encourage employees to stay with the organization. The research problem is highlighted by a talent shortage and the difficulty of identifying the factors that facilitate the integration of employees into the workplace and their retention within the organization. Moreover, it seeks to determine the extent to employee onboarding as one of the essential requirements for organizations, affects talent retention and prevented loss them. the research was conducted in 12 private banks in Iraq, with a total of 147 respondents from employees in the upper and middle-level management positions. The primary data collection tool is a questionnaire. Data analysis and hypothesis testing were conducted using various computer software programs such as (SPSS V. 26) and (Amos V. 26). The results of the research indicate a significant impact of employee onboarding on talent retention.

Paper type: Research paper
Keywords: Onboarding Employees, Talent Retention, Privet Bank.

1.Introduction:

Difficulties and challenges that new employees face it when transitioning from candidates to employees within an organization, these difficulties include adapting to and integrating into a new work environment and culture. However, with effective onboarding, it becomes easier to orient a new individual regarding their roles, colleagues, job objectives, and the organization's vision, only a few organizations have a comprehensive understanding of the importance of employee orientation, it falls under the responsibility of the human resources department help to reduce the gap between a candidate's experience and the employee's lifecycle, encouraging them to become part of the team. This plays a significant role in enhancing individual efficiency and the organization as a whole, and represents one of the main challenges in the early stages of their work in understanding and familiarizing themselves with the new workplace, with the aim of transforming their initial "external" situation to become part of the "internal" organization, However, effective onboarding does not stop on the first day of the new employee's work the talent retention process is affected by a many of factors, including employee onboarding, whose role is not limited to new employees rather, it represents a continuous process that employees undergo throughout their work period, as is the process of talent retention.

The aim of both is to reduce the employee turnover rate and the costs of new appointments; enhance employee loyalty, efficiency, and commitment; increase their productivity, and preserve the best employees, . Talented employees are also they are looking for a work environment that suits them and in which they can achieve success and commensurate with their values and principles, which requires the administration to adopt special preparation programs to help them adopt the culture of the organization and achieve integration with it.

The purpose of the research is to realize the importance of onboarding employees to ensure the survival and continuity of talents to work in the organization, and to identify the nature of the relationship and the level of influence between the onboarding employee and talent retention.

1.1 Literature review:

Several studies have addressed the "onboarding" variable (the independent variable), Snell (2006) described it as a direct bridge between the promise of new talented employee and the actual achievement of productivity. However, the hiring of a new employee can either be a fast and effective path to manage employee contribution or an ineffective and costly entry for the organization. An effective onboarding process enables new team members to access information, tools, and resources needed to perform their roles more swiftly. Pike (2014) suggested these programs are also designed to increase employee productivity, reduce different forms of shock among new employees, lower turnover rates, and consequently reduce employee turnover costs, while driving the integration of organizational culture and values. Klein et al (2015) stated that organizations perceive employees to encounter more onboarding activities than would naturally be the case. Moreover, the optimal timing for these practices is preferable to be early. Furthermore Gupta et al (2017) believed most onboarding programs provide new hires with essential information for adapting to and assimilating into the organization, including aspects of work, regular interaction with colleagues, health and safety matters, employment terms and conditions, and the organization itself .

While several studies have dealt with the dependent variable (talent retention), Rasheed et al (2014) considered the strategy of talent retention is crucial for the long-term survival of organizations in constantly evolving strong markets, as it decreases the costs incurred due to increased talent turnover rates, talent retention is the latest battle that organizations face in their quest for acquiring talent. Namusonge et al (2014) proposed the organizations invest in talent to retain high-performing employees and build a competitive advantage Zainee and Puteh (2020) stated that talent retention is an important measure to retain contributing talents for

organizational success, the efforts put into retention encompass all activities that prevent talented employees from leaving the organization. Furthermore, Mey et al. (2021) revealed that retaining skilled and proactive employees necessitates leaders who can provide them with a sense of belonging, respect, empowerment, and support for their personal growth and development, moreover, granting them flexibility and freedom in performing their duties.

Meanwhile, some studies have addressed the link between the two variables (employee onboarding) and (talent retention), as both Mosebeck and Mobasheri (2021) and Meyer and Bartels (2017) observed that the intention to stay or leave an organization is influenced by the significance of the quality of workplace relationships and job satisfaction provided by the onboarding process. Shufutinsky and Cox (2019) indicated that a majority of respondents were candid in their criticisms of their organization's onboarding programs, highlighting issues such as the lack of inadequacy of preboarding, insufficient onboarding, poor planning, cultural problems, and inefficiency In addition, a well-designed and detailed onboarding process leads to significant motivation, loyalty, and dedication among employees, thereby increasing talent retention in startups(Hassan 2020). Carpenter (2023) concluded that the development and implementation of onboarding programs may enhance the sense of connection between employees and the organization.

The research problem is summarized as follows:
1- The intensity of competition between organizations in attracting the best talent.
2- The costs associated with attracting, hiring talent, and trying to compensate them if they decide to leave the organization.
3- Failure to ensure the success of the individuals who have been employed in performing the required tasks.
4- Previous studies did not determine the extent of the effect of onboarding employees on talent retention.
Therefore, it was chosen to retain talent as a dependent variable, to study the predisposition factors that may affect it. From this, the research questions can be formulated as follows:
•What is the nature of the relationship between onboarding employees and talent retention?
•Is it possible to have a positive impact on talent retention through onboarding employees?

In the context of the knowledge gap, the researchers pointed out the existence of limited models that address the study of onboarding, which are not practically utilized, most studies tend to focus on variables without considering dimensions, as a result, the researchers relied on the dimensions outlined by Bauer (2010) in his model (4 Cs), which includes (compliance, clarity, culture, and connection). Therefore, this paper can be considered one of the first studies to delve into this topic and its relationship with talent retention. It assesses the extent to which these dimensions impact talent retention and its dimensions, including recognition and appreciation, management support, satisfaction with institutional practices, and intention to quit .

2.Material and Methods:

The researchers adopted a descriptive-analytical methodology to test the research hypotheses. Data were collected through a questionnaire consisting of two parts; the first part included personal information about employees in private banks, the research sample, such as gender, age, years of service, and job position; and the second part comprised questions related to the research variables. the researchers utilized various statistical tools available in software programs such as SPSS and Amos for data processing and result extraction.

2.1 Measures :

A five-point Likert scale was chosen to determine the level of sample responses (5 = Totally agree, 4 = agree, 3 = neutral, 2 = disagree, and 1 = Totally disagree). The Measures that were used in this research (described in Appendix 1) are the following:

•Onboarding employees: The dimensions of onboarding employees were chosen according to the (Bauer, 2010) model, and the dimensions were: compliance, clarification, culture, and connection.
•Talent retention: The dimensions of talent retention were chosen according to the (Theron, 2015) scale. The dimensions were: recognition and appreciation, management support, satisfaction with institutional practices, and intention to quit.

2.2 Hypotheses research:

•**Hypothesis 1:** There is a significant relationship between onboarding employees and talent retention.
•**Hypothesis 2:** There is a significant effect of onboarding employees with its dimensions (compliance, clarity, culture, and connection) on talent retention.

2. 3 Sample:

A total of 147 questionnaires were administered to a group of employees within 12 private banks operating in Iraq. These banks include (Ameen Iraq, Al-Thiqa Bank, Iraqi Commercial Bank, Al-Mansour Bank, Noor Iraq Bank, Al-Rajeh Bank, Middle East Bank, Al-Tanmeya Bank, United Bank, Ashur Bank, Al-Ittihad Bank, and Al-Ahli Bank). The participants were employees within the general administrations of these banks, occupying positions at both the top and middle levels of management. The sample was determined using a stratified random sampling method, distributing the questionnaires based on predetermined job positions within the general administrations of the banks at the top and middle management levels. The personal information of the participants included in this study is presented in Table

Table 1: Demographics statistics

Variables	class	Frequency	Percentage
Gender	Male	75	51%
	Female	72	49%
	Total	147	100%
Position	Assistant department manager	49	33.3%
	Director of the Department	73	49.7%
	Branch manager assistant	8	5.5%
	Branch Manager	10	6.8%
	Deputy CEO	4	2.7%
	CEO	3	2%
	Total	147	100%
Age	Less than 26	7	4.8%
	26 -35	70	47.6%
	36 – 45	45	30.6%
	More than 45	25	17%
	Total	147	100%
Years of experience in the bank	Less than 6	24	16.3%
	6 – 15	88	59.9%
	16 – 25	24	16.3%
	More than 25	11	7.5%
	Total	147	100%

2.4 Onboarding employees:

The onboarding process begins when a new employee is offered a position and concludes when the employee is fully engaged in their role, typically covering the employee's first year, this process involves numerous tasks and aims to address all the needs of the employees, all employees actively participate in the onboarding process (Graybill et al. , 2012). According to Karhunen (2017), successful onboarding is a fundamental part of any human resource management strategy. While Raub et al. (2021) said that with the rising cost of recruitment, business leaders must recognize that effective integration of new employees into the organization is crucial for their success. When the onboarding process is successful, new employees can easily "integrate".

Academic researchers studying onboarding also use the term "Organizational Socialization" to express the concept of onboarding, referring to a structured set of policies and coordinated procedures that help employees adapt to their new role in terms of both tasks and socialization (Bauer, 2010). Wanberg (2012) clarifies that the term "Onboarding" was particularly prevalent in organizations with a practical orientation and is used concurrently with the term "Organizational Socialization."

According to Socialization Theory, the onboarding process involves organizational training experiences, task characteristics, social support, leadership, and personal interactions with initiators like supervisors and colleagues, which are crucial for new employees' socialization. It is expected to reduce unaddressed social and psychological pressure (Gupta et al, 2017). Organizations use onboarding to accelerate socialization, which we define as the process of learning and adapting individuals undertake to fulfill both individual and organizational needs within a designated organizational role (Klein et al, 2015).

Most onboarding programs aim to provide new hires with essential information to align with and integrate into the organization, including aspects of work, regular interaction with people, health and safety issues, employment terms and conditions, and the organization itself (Gupta et.al., 2017). These programs are also designed to increase employees' productivity, reduce various shocks among new employees, lower turnover rates, and consequently reduce turnover costs, they also promote cultural assimilation and organizational values (Pike, 2014). It can be defined as the process of acquiring, adapting, assimilating, and accelerating the integration of new team members into the organization, whether they are from outside or inside the organization(Bradt and Vonnegut 2009). Furthermore, Caldwell and Peters (2018) defined it is the process of introducing a new employee to their new role, acquainting them with the organization's goals, values, rules, policies, processes, and socially embedding them within the organizational culture. The importance can be derived from onboarding programs was highlighted by Graybill et al (2012) who indicate the following:

- Large amounts of time and money are invested in searching for new employees and hiring them. Therefore, organizations cannot abandon a new employee at the beginning of his work period.
- Onboarding helps organizations ensure that new employees are up and running as quickly as possible.
- If the onboarding process is done properly, it will enhance the transition of new employees into the organization and help them become more engaged.

The onboarding process is closely linked to various human resource practices that start with inputs from the recruitment and selection process, involving new employees. Training, guidance, and supervision are then used to build and acquire the required knowledge, skills, and abilities (KSAs) needed for progress and achievement (Mohammed, et al, 2020a). Performance management, compensation processes, and recognition are also utilized, additionally, feedback mechanisms, such as feedback loops in performance management, are employed to assess an employee's competence and readiness to become part of the team, practical aspects such as communication and collaboration, which influence the onboarding process, are also important,

during the onboarding process, new employees gain insight into the organization's strategic direction. HR specialists and executives should understand that onboarding programs are a key factor in developing a successful talent management strategy for their organizations (Karambelkar and Bhattacharya, 2017) (Mohammed, et al, 2020b).

2.4 Talent retention:

The credit for the emergence of the term "talent" goes back to a study conducted by (McKinsey Consultants Company) titled "The War for Talent" in 1997 and in this study, it was proclaimed that "the best talents are worth fighting for," and it highlighted the increasing strategic importance of the issue (Holland and Scullion, 2019) the concept of the war for talent represents a different perspective on talent management, emphasizing that the struggle to acquire the best talents is a worthwhile endeavor, organizations often face challenges in attracting and retaining exceptional individuals, especially as the demand for these outstanding talents grows, winning the talent war is not an insurmountable task(Mohammed,2018). Furthermore, the study affirmed that the most crucial resource that organizations can possess over the next twenty years is intelligent and innovative entrepreneurs who excel in technological literacy, global intelligence, and operational agility (Beechler and Woodward, 2009).

"Talent" is a blend of essential capabilities that encompasses the ability for strategic thinking, effective leadership, initiative, and achieving results, the workforce within an organization can be categorized into three players: A, B, and C, it is recommended to invest in players A and B, while player C is either transferred or managed externally, it has been stated that not all roles require players from the "A" category, and these talents often remain untapped when placed in non-strategic roles, talents can also be considered as those who exhibit "potential for future leadership" (Holland and Scullion, 2019).

Talent retention can be defined as the assurance of identifying, hiring, developing, and motivating individuals in a manner that enables them to fully contribute their outstanding capabilities (D'Annunzio-Green, 2008). Ott, et al. (2018) defined it encompasses all the activities and practices an organization employs to prevent talent from leaving. Namusonge, et al (2014)observed the goal of talent retention is to implement suitable measures that encourage employees to stay within the organization for the longest possible duration, high turnover rates of talent are detrimental to organizational productivity due to the elevated costs of attracting them .

3. Discussion of Results :

3.1 Validity tests:

Kaiser-Meyer-Olkin (KMO) and Bartlett tests were performed to determine sample adequacy and measurement quality using SPSS V.26 software to generate the results shown in Table 2

Table 2: KMO and Bartlett's tests

Variables	KMO test	Bartlett's test		
		Chi-Square	Df	Sig
Talent retention	0.894	2728.608	253	0.001
Onboarding employees	0.925	3027.483	406	0.001

Table 2 indicates that the basic conditions for (Bartlett's and KMO) tests are met, where all the results of the sample adequacy test, whether (for the full resolution or the variables or sub-dimensions) were bigger than 0.5 (Kaiser and Rice, 1974).

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3.2 Reliability Tests:

The reliability test is used to identify the reliability of the questionnaire and determine its ability to give the same answers if the survey was repeated on the same sample and to achieve the goals for which it was prepared, and the stability coefficient (Cronbachs' alpha) is used to measure the consistency of the internal paragraphs of the questionnaire, which are acceptable if their value exceeds 70%, that is, it is statistically acceptable in behavioral administrative research (Nunnaly and Bernstein, 1994), meaning that it is not less than this limit, and the higher its value, this indicates that the scale has a higher degree of stability, and Table 3 shows the results of the stability coefficient test (Cronbachs' alpha).

Table 3: Reliability tests

Variables	Statements questionnaire	Alpha-Cronbach
Talent retention	(23-1)	0.888
Onboarding employees	(43-24)	0.951

The results shown in Table 3, which were obtained from the stability tests (Cronbach s' alpha), find that all of them exceeded the acceptable limit of 0.7, and were close to 1.00, which indicates that the scale provides similar results in the event of repetition, applied to the same sample and under similar conditions. Therefore, it is characterized by stability and internal consistency between its different items and sub-dimensions.

3.3 View sample answers:

Table 4 shows the results of the descriptive statistics.

Table 4: The descriptive statistical analysis

No.	Variables	Mean	S.D
		Talent retention	
1	Recognition and appreciation	3.77	0.858
2	Management support	4.20	0.633
3	Satisfaction with institutional practices	4.02	0.760
4	Intention to Quit	3.18	1.049
The whole completely		3.88	0.513
		Onboarding employees	
5	Compliance	4.36	0.617
6	Clarification	4.12	0.774
7	Culture	3.76	0.820
8	Connection	3.64	0.862
The whole onboarding employees		3.97	0.683

At the level of variables, all received high ratings with some variation in the degree of elevation, the highest level of agreement was achieved for the variable "onboarding employee" with a calculated mean value of 3.97 for the sample respondents' answers. This indicates that the level of agreement among the sample respondents regarding the dimensions of the "Onboarding Employee" variable was the highest, following that, the "Talent Retention" variable came next, achieving an average answer value of 3.88. It is noteworthy that the variables obtained closely similar scores for the sample respondents' answer averages, and the homogeneity of the variables' scores was comparable. This indicates a consensus in the responses to the posed questions and that they genuinely reflect the variables.

When examining the intention to quit, it is associated with a relatively high level of dispersion. Some employees express their willingness to stay in the bank, while others indicate a desire to leave the organization. The variance in responses can be attributed to several factors, including differences in salaries and benefits among the banks, the level of job security available, the composition of employees and their ability to handle stress, and some employees'

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desire to seek employment in the public sector despite the privileges and gains they have acquired. Furthermore, the instability of the Iraqi banking sector due to the potential imposition of sanctions on these banks by the American Federal Bank has also led to financial turmoil within these institutions. This situation may lead some employees to be hesitant about providing explicit answers regarding their desire to leave the organization.

3.4 Hypothesis Testing:

3.4.1 Test the first hypothesis:

Testing the first main hypothesis the correlation coefficient will be calculated between the two variables. Figure 1 presents the correlation coefficients for each of the independent variable (onboarding employee) and the dependent variable (talent retention).

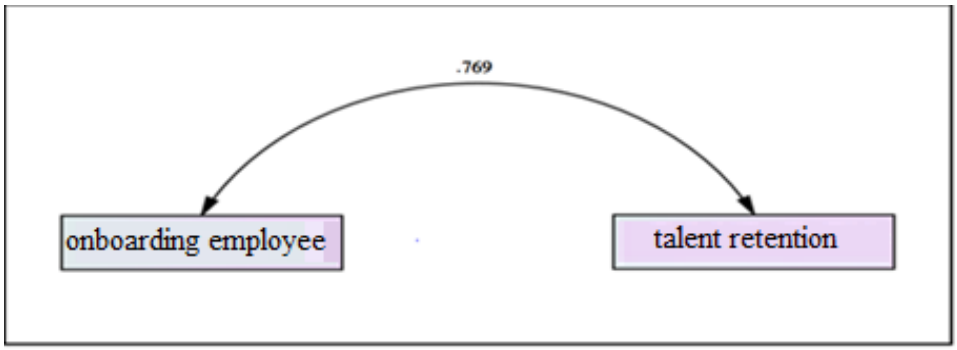

Figure 1: The correlation between onboarding employee and talent retention

Figure 1 shows that the correlation coefficient between the onboarding employees and talent retention at a significant level (0.01) is equal to 0.769, which indicates the existence of a strong positive correlation between the variables researched in private banks.

3.4.2 Test the second hypothesis:

Testing the second main hypothesis, the multiple linear regression model will be built:

$$Y = a + b1 (X1) + b2 (X2) + b3 (X3) + b4 (X4) + b5 (X5)$$

We test the significance of the regression through analysis of variance (ANOVA), the results of which are shown in Table 5, as well as Table 6, which shows the significance of building a multiple linear regression model between the variables of the third research hypothesis, as well as displaying (adjusted R^2).

Table 5: ANOVA[a]

Model	sum of squares	DF	mean square	F	Sig
Regression	22.881	4	5.720	52.070	0.001
Residual	15.600	142	0.110		
Total	38.481	146			

a. The dependent variable: Talent retention.
b. predictors: (Constant), Onboarding employee.

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Table 6: Coefficients[a]

Model	Unstandardized Coefficients		T	Sig	Adjusted R^2
	B	Std. Error			
Constant	1.568	0.196	7.898	0.001	0.583
Compliance	0.155	0.068	2.275	0.024	
Clarification	0.136	0.067	2.027	0.045	
Culture	0.203	0.071	2.861	0.005	
Connection	0.088	0.062	1.417	0.159	

a. The dependent variable: Talent retention.

Figure 2 summarizes the results of the multiple regression test to determine the effect of the variable (onboarding employee with its dimensions) on the variable (talent retention).

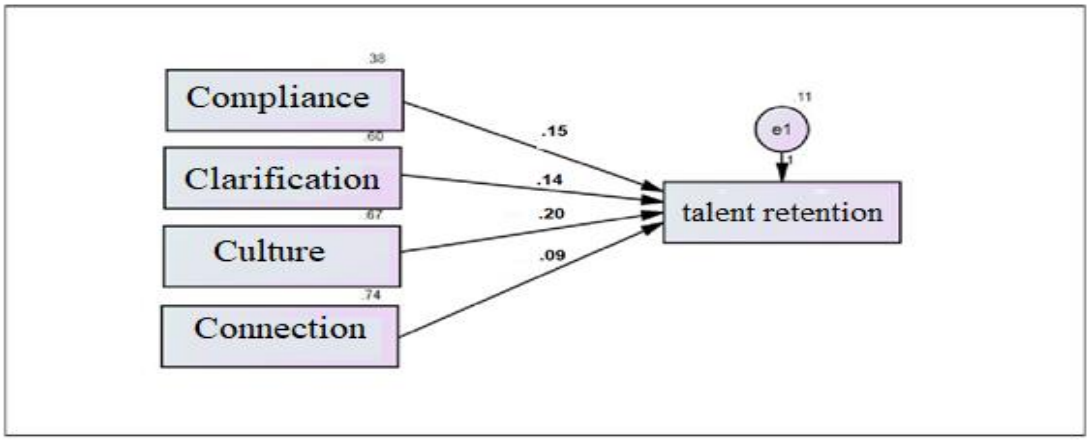

Figure 2: the effect of onboarding employee and its dimensions on talent retention

The results from Table 5 indicate a significant regression at the 0.05 level, confirming the statistical significance of the multiple linear regression by comparing the calculated F-value in the hypothesis testing with the tabulated F-value, the tabulated value was 2.372 at a significance level of 0.05, the calculated value of (F) is greater than the tabulated value at a significance level of 0.05, indicating a confidence level of 95%, this result confirms the significant impact of "onboarding employee" it suggests that talent retention is influenced by the level of employee preparedness within the researched private banks.

Furthermore, Table 6 shows the coefficients of the multiple linear regression model for the first main research hypothesis, in the following form:

Talent Retention = 1.568 + 0.155 Compliance + 0.136 Clarification + 0.203 Culture

That is, an increase of one unit in the value of compliance will raise the value of retaining talents by 0.155, and an increase of one unit in the dimension of clarity will raise the value of retaining talents by 0.136, and an increase of one unit in the value of culture will raise the value of retaining talents by 0.203. The value of the constant in the equation was 1.568, which confirms the ability of the private banks in question to retain talents by 1.568, even if all dimensions of employee onboarding are equal to zero, as for the value of (adjusted R2) for the multiple linear regression equation, it amounted to 0.583, which means that onboarding employee explains about 58.3% of the value of talent retention, and the remaining (41.7%) is explained by other factors outside the limits of the research, and the connection dimension was excluded from The multiple linear regression equation because the effect of talent retention is 0.088 at a significant level (0.159), and this effect is not significant because the level of significance is higher than the acceptance level of 0.05, so it was not included in the multiple linear regression equation.

When comparing the results obtained by the researchers with the findings of previous studies that addressed the variables of employee onboarding and talent retention, there is agreement with the study introduced by Walker-Schmidt (2022) regarding the presence of a significant impact of employee onboarding on talent retention.

4. Conclusion:

According to the results obtained in this research, we conclude that there is a direct positive relationship between the onboarding employee and the retention of talent, indicating that increased interest in onboarding programs leads to a high rate of talent retention, in addition to the presence of a significant relationship between the effect of onboarding and its dimensions in retaining talents. This effect can be invested by organizations to motivate talents to stay with them and thus achieve the goal of retention, and to exploit onboarding programs to facilitate the process of social integration and help workers adapt to the work environment and culture of the organization. The private banks surveyed have a positive image in the minds of their employees, and the management of the private banks surveyed realizes the importance of positive changes that can be obtained through the adoption of special onboarding programs that would enhance the retention of talent.

5. Further Work:

Conducting research dealing with the main research variables (onboarding employee, talent retention) in different sectors other than the banking sector, such as the sectors (communication, industrial, educational, health) in the Iraqi environment, to know the relationships between these variables in other sectors.

Conducting more research on the issue of talent retention that deals with testing variables other than those dealt with in this research, to identify other factors that have an impact on talent retention.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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Appendix 1

questionnaire

PERSONAL DATA

Kindly put a sign (√) in the circle mark that represents the phrase you think is appropriate.

1- Gender

Male		**Female**	

2- Position

Assistant department manager		**Director of the Department**		**Branch manager assistant**	
Branch manager		**Deputy CEO**		**COE**	

3- Age

Less than 26		**26 -35**	
36 – 45		**More than 45**	

4- Years of experience in the bank

Less than 6		**6 -15**	
16 – 25		**More than 25**	

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The data on the study variables
1- Talent Retention

no	Paragraph	Totally agree	Agree	Neutral	Disagree	Totally disagree
recognition and appreciation						
1	The worker receives thanks, appreciation and praise for the outstanding work he performs.					
2	The moral incentives and privileges provided by the bank are worthwhile					
3	The worker gets appropriate moral support for the work he performs					
4	The Bank welcomes the opinions and suggestions of employees and takes them seriously					
5	Promotion processes within the bank are based on the productivity and contributions of employees at work					
management support						
6	Bank employees trust their direct managers.					
7	Employees can easily communicate with their direct managers.					
8	Team members work well with their manager.					
9	The manager thinks about the interests of his workers sincerely.					
10	The manager supports the career development of his employees.					
11	The manager undertakes the process of evaluating the employees' performance in a regular and fair manner					
12	The manager provides constructive feedback in a timely manner.					
13	The manager communicates regularly and clearly with his employees.					
satisfaction with institutional practices						
14	The bank treats its employees fairly, without prejudice or favoritism					
15	The Bank respects the cultural diversity of its employees					
16	The bank keeps abreast of technical developments related to banking work, which facilitate work and improve performance, and works to provide them					
17	The bank's management works to find a Fit between employees and their jobs					
18	The bank hiring employees based on their skills and abilities, regardless of their gender, race or culture.					

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19	The bank provides material and environmental working conditions that are suitable for work.					
intention to Quit						
20	Some employees are seriously considering leaving the bank					
21	Employees are looking for another job opportunity outside the bank					
22	Employees leave the bank when the opportunity arises					
23	Employees see that his work in the bank is temporary					

2- **Employee Onboarding**

no	**Paragraph**	**Totally agree**	**Agree**	**Neutral**	**Disagree**	**Totally disagree**
Compliance						
24	The bank's management seeks to ensure that new employees adhere to job rules and instructions					
25	The management of the bank helps the new employees avoid breaking legal regulations					
26	The bank's management is keen on the adherence of new employees to labor laws and regulations					
27	The bank's management seeks to build a work environment free of violations					
28	The bank's management seeks to push the new employees towards the belief in achieving the strategic goals					
Clarification						
29	The bank's management seeks to clarify its vision, mission and objectives to the new employees					
30	The bank's management is interested in clarifying the distribution of work, administrative mechanisms, and job sequences for new employees					
31	The bank's management is keen to provide a detailed explanation of the responsibilities and duties of the new employees					
32	The bank's management is keen to provide an accurate explanation of what is required of new employees in their jobs					
33	The bank's management believes in publishing the most accurate work details for new employees					
Culture						

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34	Organizational values support the process of adapting workers to work climates					
35	The bank's management is keen to welcome the new employees in a festive atmosphere.					
36	The bank's management is keen to familiarize the new employees with the nature of the relationships within the bank					
37	The bank is keen to provide work requirements that facilitate the process of consolidating the culture of the organization among new employees					
38	The bank supports all activities that facilitate the integration of new employees into the organization's culture					
Connection						
39	The bank's management is keen on continuous communication with new employees					
40	Bank management encourages informal contacts between employees					
41	The bank's management encourages its current employees to communicate with new employees					
42	The bank's management encourages the use of modern technological applications for social communication within the bank					
43	The bank management is interested in listening to the requests, complaints and suggestions of the new employees					

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دور تهيئة العاملين في الاحتفاظ بالمواهب – بحث ميداني في عينة من المصارف العراقية الخاصة

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هذا العمل مرخص تحت اتفاقية المشاع الابداعي نَسب المُصنَّف - غير تجاري - الترخيص العمومي الدولي 4.0
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مستخلص البحث:
تساعد عملية التهيئة العاملين على التكيف مع الجوانب الاجتماعية للمنظمة واداء ادوارهم ووظائفهم الجديدة بسهولة، وبالتالي زيادة انتاجيتهم ورضاهم وولائهم، لذا فأن الهدف من البحث يتمثل بالتعرف على طبيعة العلاقة ومستوى التاثير بين تهيئة العاملين والاحتفاظ بالمواهب وتحديد العوامل التي تدفعهم للبقاء معها، وتبرز مشكلة البحث في وجود شحة في المواهب وصعوبة تحديد العوامل التي تسهل اندماجهم مع بيئة العمل والبقاء مع المنظمة فضلاً عن تحديد مدى تأثير تهيئة العاملين كونها من المتطلبات الاساسية للمنظمات لضمان الاحتفاظ بالمواهب وتجنب فقدانها، وتم اختيار المصارف الخاصة العاملة في العراق كميدان لاجراء البحث، اذ بلغ عدد المستجيبين (147) للاستبانات التي تم توزيعها الى (12) من المصارف الخاصة الى العاملين في الادارات العامة للمصارف بمستوى الادارات العليا والوسطى (Top Level – Mid Level)، فيما تم الاعتماد على الاستبانة كأداة البحث الرئيسة لجمع البيانات، وتم تحليل البيانات واختبار الفرضيات بالاعتماد على مجموعة من البرامج الحاسوبية (Spss V.26) و (Amos V.26) وتشير النتائج التي تم التوصل لها الى وجود تاثير معنوي لتهيئة العاملين على الاحتفاظ بالمواهب.

نوع البحث: ورقة بحثية .

المصطلحات الرئيسة للبحث: تهيئة العاملين، الاحتفاظ بالمواهب، المصارف الخاصة.

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