

Onboarding Practices for Cross- Cultural Integration : A Study on New Employees' Experiences at Company X

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ABSTRACT

Purpose – This study is on improving onboarding processes to foster better cross-cultural integration within Company X, a financial technology company headquartered in Europe. Any individual at this organisation goes through the same onboarding process, regardless of their cultural background. Thus, research aims to improve onboarding by adding cultural sensitivity, which is lacking. **Design/methodology/approach** – Methods of study were qualitative. Surveyed new Company X recruits on their onboarding experiences using open-ended surveys. Fifteen people responded to the surveys. used Thematic Analysis (TA) developed by Braun and Clarke to examine the data. **Findings** – Analysis reveals that Company X's onboarding procedure fails to address cultural differences. Thus, personal from diverse cultural background may struggle with generic onboarding due to communication styles, expectations, and cultural conventions. Cultural awareness and sensitivity are essential for inclusive and supportive onboarding of different personnel. **Practical implications** – Based on obtained results, this study recommends that tailored onboarding strategies like celebrating cultural diversity, implementing a buddy system , providing multicultural awareness training, and organising welcome events can improve the employees onboarding experience who have diverse cultural backgrounds. **Scope and expected outcomes** – The study focusses on improving onboarding processes of a multicultural company. It addresses an issue in the company's current onboarding process: less cultural sensitivity. The study highlights how much important the cultural sensitiveness is to a company's onboarding process and suggests recommendations to tailor onboarding strategies in a more beneficial way to employees from different cultures. **Originality/value** – This study addresses a problem inside this company's scenario. The conceptual framework established in the study can be utilised by any firm aiming to improve its onboarding process to be more culturally sensitive.

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1. Introduction

This research article is based on the findings of my master's thesis, *“Optimising onboarding practices for cross-cultural integration: A study on new employees’ experiences at Company X”* (Liyanage, 2024). As per the company's request, its name has been anonymised and is referred to as “Company X” throughout this article.

Companies around the world, whether international or local, employ people from various cultural backgrounds. Every new hire goes through the onboarding process as their first step after being employed by a company. “Culture” is a main part of it. This process is crucial because it helps new employees quickly adapt to the company's culture and work environment. Regardless of cultural differences, every business wants to provide a smooth onboarding process so that new workers feel accepted and can rapidly adjust to their new workplace.

Employee onboarding, also known as organisational socialisation, is the process of integrating new hires into an organisation by introducing them to its vision, mission, and values (Pinco et al., 2024). It involves adapting and accelerating employees into their roles, helping them reach their full potential, whether they are internal promotions or external hires (Pinco et al., 2024). This process starts when a job offer is accepted and continues through the first year of employment, encompassing training, resource provision, and professional network building (Graybill et al., 2013). Successful onboarding requires a strategic approach and active engagement from both the organisation and the new employee (Graybill et al., 2013).

Cultural variations among employees can have a substantial impact on the onboarding process, which is essential for integrating new hires into an organisation's culture. (Frisch,2023). When onboarding practices fail to address cultural nuances, misunderstandings, and communication breakdowns can arise (Frisch,2023). For instance, differences in communication styles, expectations regarding hierarchy, and approaches to problem-solving can lead to friction and hinder effective collaboration (Frisch,2023).A culturally sensitive onboarding process can mitigate these challenges by providing tailored support, facilitating intercultural understanding, and creating a welcoming environment that values diversity(Frisch,2023). By proactively addressing cultural differences, organisations can foster a sense of belonging, enhance employee engagement, and ultimately improve overall organisational performance (Frisch,2023).

This research was conducted in collaboration with Company X, a financial technology firm that provides innovative software solutions designed to streamline money management and treasury operations. The research emphasises enhancing the onboarding experience for new hires, with a specific focus on individuals from varied cultural backgrounds , to ensure a smoother integration into the company. Company X boasts a multicultural workforce, with team members hailing from various European countries, including Germany , Austria and Finland (Liyanage, 2024). The company’s diverse team works collaboratively towards a shared objective: delivering precise, actionable insights and dependable support to treasury and finance departments, enabling the organisation to thrive daily (Liyanage, 2024).

This company has employees from many different cultures. Currently, they use the same basic onboarding process for all new employees, no matter where they come from. They haven't created a special onboarding process that works for everyone in all the countries they operate in. This study is about improving the way company X helps new employees from different cultures get started at the company.

This study focuses on designing effective onboarding practices for new employees at Company X, particularly those joining from varied cultural backgrounds. The core issue identified is that the existing onboarding process fails to sufficiently cater to the unique needs and challenges

faced by employees from different cultures. Without a culturally sensitive approach, the current system risks fostering miscommunication, misunderstandings, and operational inefficiencies due to a lack of cultural awareness. By refining onboarding practices to better support cross-cultural integration, the study aims to improve understanding, inclusivity, and productivity among new hires. The ultimate goal is to foster a more welcoming and supportive work environment for all employees at Company X (Liyanage, 2024).

The research questions are as follows:

- How is the process of company X's existing onboarding practices for new employees from diverse cultural backgrounds? (Liyanage, 2024)
- What strategies can be implemented to enhance the onboarding process for new employees from various cultural backgrounds at company X? (Liyanage, 2024)

The research objectives are as follows:

- To understand how current onboarding practices at company X effect to new employees from different cultures (Liyanage, 2024).
- To suggest and explore the possible ways to enhance onboarding for new employees from diverse cultural backgrounds at company X (Liyanage, 2024).

2. Literature Review

The subsequent sections are organised into five parts, examining the ideas of "culture" and "organisational culture," the structure and methods of onboarding, the influence of a diverse workforce on international business, the significance of cross-cultural integration during onboarding, and a summary of the existing literature. Together, these subsections provide a comprehensive foundation for the study.

2.1. The Ideas of “Culture” and “Organisational Culture”

Defining “culture” is not a simple task. It's a complicated and multi-layered idea without a single agreed-upon meaning, often resulting in diverse interpretations across various disciplines (Ahsan, 2025). In many cases, the term is used so broadly, almost as a synonym for “social pattern” that it risks losing its meaning altogether (Ahsan, 2025 ; Williams, 2022). Culture inherently embodies the shared values, beliefs, actions, and attitudes that divide one group from another (Ahsan, 2025; Institutionen, 2013). Hofstede (1984) defines it as the distinct "mental programming" of a group, whereas House et al. characterise it as a set of common practices like language, religion, and traditions that shape a collective identity. Nonetheless, it is crucial to recognise that culture is ultimately perceived and understood individually (Odumusor, 2025).

Similarly, the concept of “organisational culture” is equally nuanced. Research from 1998 identified 54 distinct definitions of organisational culture in scholarly works between 1960 and 1993 (Bijalwan et al., 2024 ; Williams, 2022). Edgar Schein, a prominent scholar from MIT's Sloan School of Management, offers a practical definition: organisational culture is the set of shared beliefs and practices that a group develops as it addresses challenges related to external adaptation and internal cohesion. After been shown to be successful, these ideas are transmitted to new members as the "right" way to feel, think, and react to comparable difficulties (Bijalwan et al., 2024; Williams, 2022).

In any organisation, employees bring their own cultural backgrounds, which interact with and shape the organisational culture. The goal is for individuals with diverse perspectives to work together within the framework of the organisation's culture to drive its success. For Company

X, understanding how employees from varied cultural backgrounds adapt to its unique organisational culture is critical. This exploration will not only highlight the dynamics of cultural diversity but also provide insights into how these interactions influence the organisation's practices, growth, and overall success.

2.2. The Structure and Methods of Onboarding

Employee onboarding, commonly known as assimilation, is the procedure of integrating new employees into an organisation by acquainting them with its vision, mission, and core values (Pinco et al., 2024). It's important to note that onboarding is distinct from orientation or mentoring. While orientation is typically a one-time event organised by HR, onboarding is a more comprehensive and ongoing process (Graybill et al., 2013).

Onboarding involves integrating, adjusting, and accelerating new employees—whether internal promotions or external hires—into their roles so they can contribute effectively to the organisation (Pinco et al., 2024). The first 30 to 90 days of employment are particularly critical, as they significantly shape an employee's engagement and long-term success (Pinco et al., 2024).

The onboarding process plays a vital role in helping new employees adapt to the organisational culture and understand their responsibilities. It not only impacts their professional growth but also influences their personal life. A well-designed onboarding programme provides employees with the necessary tools and knowledge to succeed while building strong relationships within the organisation. It also establishes clear expectations regarding work-life balance from the outset.

2.3. The Influence of a Diverse Workforce on International Business

To truly appreciate diversity, it's essential to recognise and value the differences among people both as individuals and within the groups they belong. In the workplace, diversity includes a broad spectrum of attributes such as gender, education, age, job role, physical appearance, family circumstances, religion, cultural background, nationality, thinking patterns, regional origin, race and sexual orientation. It reflects the variety of unique perspectives and experiences that individuals bring to an organisation. (Ying and Suryani, 2025).

Global diversity is transforming the world's population and reshaping how we view it. This shift impacts everyone, whether they work for a multinational corporation or a smaller international firm. For organisations to thrive, effective cross-cultural teamwork is not just beneficial it's essential.

Organisations operating internationally, ranging from large multinational corporations to smaller cross-border businesses, are increasingly acknowledging the benefits of employing individuals from varied cultural backgrounds (Fitzsimmons, 2013). This approach not only enriches the workplace but also enhances global competitiveness and innovation. (Fitzsimmons, 2013). These multicultural employees, who often identify with multiple cultures, bring unique perspectives and skills to the table. However, to fully leverage their potential, organisations must understand both the strengths they offer and the challenges they face (Fitzsimmons, 2013). Research consistently shows that individuals with more cultural identities tend to have broader social networks and stronger intercultural skills compared to those with fewer cultural identities (Fitzsimmons, 2013). Moreover, individuals who effectively blend their cultural identities tend to achieve higher levels of personal fulfilment compared to those who maintain a separation between their cultures (Fitzsimmons, 2013).

As globalisation continues to connect the world, more people are relocating to foreign countries for work, encountering new languages, norms, cultures and lifestyles (Farmer et al., 2025; Zakaria, 2000). This increase in cultural interactions underscores the significance of effectively managing different cultures within organisations. For international companies, cultural diversity is especially critical, as it transcends national boundaries and influences everything from business values to organisational management.

The varied cultural backgrounds of employees enhance influencing teamwork, workplace conduct, organisational dynamics and leadership, underscoring the importance of effective management strategies to leverage these differences productively and unlock global potential (Farmer et al., 2025; Zakaria, 2000).

To sum up this subsection, multicultural workers play a significant role in global corporate settings. They enhance team dynamics, improve negotiation outcomes, and provide invaluable insights for global assignments, benefiting cross-border partnerships, mergers, and acquisitions. Their ability to bridge cultural divides and offer diverse perspectives is indispensable for international companies striving to succeed in an interconnected world.

2.4. The Significance of Cross-Cultural Integration During Onboarding

Orienting new hires to their workplace is known as onboarding. They learn about team dynamics, organisational procedures, and the general culture of the company (Adler and Castro, 2019). There are times when the transition to a new career is more informal, providing individualised and flexible learning opportunities, and other times when it is highly structured, with formal training and paperwork (Adler and Castro, 2019). According to Caldwell and Peters (2018), the onboarding process gives new personnel crucial information about the organization's operations, basic values, and expectations (Caldwell and Peters, 2018).

Onboarding nowadays usually combines official components, such training sessions, with informal ones, like social gatherings and informal contacts with coworkers, managers, HR personnel, and even outside clients (Stewart et al., 2021). Building better social ties, promoting inclusivity, and strengthening team unity have received more attention in recent years, particularly for personnel from diverse cultural backgrounds (Stewart et al., 2021).

Onboarding is an opportunity for the organisation to develop and flourish in addition to educating new workers about the business. Organisations might rethink their onboarding procedures to meet employee demands by soliciting input from new workers (Vitla, 2023 ; Sprogø and Elkjaer, 2010).

Preboarding, orientation, and onboarding should be the three phases of onboarding (Bhakta and Medina, 2021). When there is no in-person interaction throughout the employment process, this technique is particularly helpful (Bhakta and Medina, 2021). More team members participating in the hiring process shows that the company is dedicated to establishing trusting relationships, especially with top prospects who might be considering several job offers (Bhakta and Medina, 2021).

During times of organisational change, new hires bring fresh perspectives that can influence company culture. Senior hires can shape their onboarding experiences and contribute to cultural shifts by sharing their visions. This not only enhances awareness but also prepares the organisation for future changes.

While many companies begin onboarding on the employee's first day, others use preboarding to engage new hires before they officially start (Bhakta and Medina, 2021). Larger organisations often have structured onboarding programs, whereas smaller companies may treat onboarding as a quick fix (Vitla, 2023; Mulders et al., 2010).

Tailoring onboarding to individual needs is increasingly recognised as a best practice. Customisation considers factors such as culture, contract type, role, and industry (Karambelkar and Bhattacharya, 2017). Effective onboarding isn't about the size of the company, even small organisations can engage their teams to create meaningful onboarding experiences that improve new hire adjustment.

In today's globalised world, interactions among people from diverse cultural backgrounds are more frequent than ever. While these interactions are enriching, they also present challenges that require a deep understanding of cultural differences. Knowing what to say and what to avoid is crucial, both in daily life and in the workplace. Recognising these differences is essential for motivating employees and crafting inclusive policies.

Understanding the layers of culture is key to fostering inclusivity. A well-designed onboarding program can help new employees adjust by addressing these layers. Bauer's onboarding model, for example, includes four levels: Compliance, Clarification, Culture, and Connection (Ciríaco et al., 2025).

Cross-cultural management define as the study of how people behave in organisations across the globe. As collaborations between companies from different countries increase, the relevance of cross-cultural management continues to grow (Lifintsev, 2025).

Geert Hofstede's (1980) work is foundational in this field. His "dimensional approach to cross-cultural comparisons" provides a framework for understanding cultural differences and their impact on organisational behaviour (Odumisor, 2025).

Cross-cultural integration in onboarding is vital for modern organisations in a globalised world. Effective onboarding with cross-cultural training fosters inclusivity, eases transitions, and values diverse perspectives, boosting morale, productivity, and team cohesion. Prioritising this from the start unlocks the potential of a diverse workforce, driving innovation and maintaining a competitive edge. In today's multicultural landscape, it's not just beneficial—it's essential for success.

2.5. Summary of Literature

- **The ideas of "culture" and "organisational culture "**

Culture significantly shapes attitudes and group behaviours through social norms, values, and beliefs. Organisational culture, a subset of broader culture, impacts workplace interactions and performance. Understanding these cultural dynamics is crucial for comprehending how fresh recruits familiar to company's specific organisational culture.

- **The structure and methods of onboarding**

Onboarding is a year-long process that integrates new hires, unlike orientation or mentorship. It familiarises them with organisational objectives and procedures, increasing job satisfaction, contribution, and engagement. Modern onboarding strategies are tailored, organised programs covering all aspects of employee development, including relationships and training.

- **The influence of a diverse workforce on international business**

Multicultural staff enhances an organisation's creativity, problem-solving, and innovation by bringing diverse viewpoints. Managing diversity effectively, through appreciation and acceptance of differences, boosts output and employee loyalty. Multicultural workers are particularly valuable in international business due to their ability to navigate cultural

differences, impacting team dynamics, negotiations, collaborations, and leadership in a globalised environment.

- **The significance of cross-cultural integration during onboarding**

Integrating cross-cultural training into onboarding creates an inclusive workplace where diverse hires feel valued. This boosts morale, productivity, and organisational performance, allowing companies to leverage diverse talent for innovation and global competitiveness. A thorough, culturally sensitive onboarding process, tailored to organisational and cultural factors, facilitates cross-cultural integration, enhances new hire experiences, and promotes business success. Companies must understand cultural dynamics, adopt inclusive onboarding, and value diverse contributions to foster a positive work environment and achieve organisational and individual growth.

3. Conceptual Framework

The conceptual framework for this research centres on enhancing onboarding practices to facilitate cross-cultural integration at Company X. Serving as a foundational structure, it aims to elucidate the connections between the core concepts under investigation. It provides a structured approach to understanding how cultural diversity influences the onboarding process and identifies strategies to enhance inclusivity and effectiveness for new employees from varied cultural backgrounds (Liyanage, 2024).

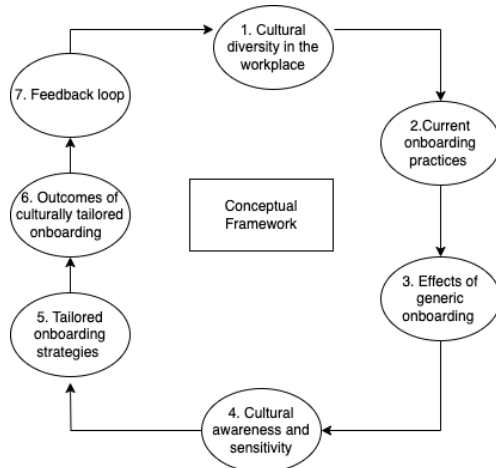


Figure 1. Framework for integrating new employees through onboarding and cross-cultural adaptation at Company X

The key concepts within the framework are outlined below, each playing a vital role in understanding and addressing the challenges of cross-cultural onboarding at Company X.

Cultural diversity in the workplace - This concept emphasises acknowledging and valuing the wide array of cultural backgrounds within Company X. It involves recognising the unique perspectives and experiences that each employee brings to the table, fostering an environment where diversity is celebrated.

Current onboarding practices - This section examines the existing onboarding methods at Company X, with a particular focus on their limitations in addressing cultural differences. It highlights how the current approach often overlooks the importance of cultural sensitivity, potentially creating barriers for new hires.

Effects of generic onboarding - Here, the study explores the impact of the company's standardised onboarding process on employees from diverse cultural backgrounds. It delves into challenges such as miscommunication, feelings of being undervalued, and misunderstandings that can arise when cultural differences are not adequately considered.

Cultural awareness and sensitivity- When creating effective onboarding structure cultural awareness is the critical role. To ensure a smoother and more welcoming integration process for new employees, respecting and understanding for people with diverse cultural backgrounds are important.

Tailored onboarding strategies – This section proposes specific adjustments or enhancements to the current onboarding process, ensuring it incorporates cultural sensitivity. It suggests practical strategies to make the onboarding experience more inclusive and supportive for employees from all cultural backgrounds.

Outcomes of culturally tailored onboarding - The possible advantages of putting in place a culturally aware onboarding procedure are highlighted in this section. These include increased productivity, quicker assimilation into the company's culture, increased employee happiness, and the development of a more welcoming and peaceful work environment.

Feedback loop - Finally, this concept introduces the idea of establishing a continuous feedback mechanism. By gathering input from new employees about their onboarding experiences, Company X can make ongoing improvements to the process, ensuring it remains effective and responsive to the needs of a diverse workforce.

4. Research Methodology

4.1. Research Philosophy and Strategy

This research aimed to understand how new employees, particularly those from diverse cultural backgrounds, experience the onboarding process at Company X. It used an interpretive approach, focusing on the individual meanings and interpretations of these experiences. A qualitative study, specifically phenomenological research, was conducted to explore the impact of the company's current, less culturally sensitive onboarding practices. The goal was to gain in-depth insights into these experiences, identify areas for improvement, and better address cultural differences.

4.2. Data Collection

This research focuses on new employees who joined Company X's offices in Finland, Austria, and Germany in 2023 and 2024. Most recruits were in Finland and Austria. The study aims to understand their personal experiences rather than relying on theories.

To collect data, an open-ended survey was used, allowing employees to share detailed insights. The survey was distributed online via Microsoft Forms to ensure accessibility. Since the researcher is external to the company, the Vice President of HR distributed the survey internally. Only English-speaking employees participated to ensure clear communication.

A sample of 15 employees was chosen, following a qualitative approach that prioritises in-depth insights over large numbers. The goal is to gather feedback that can help improve Company X's onboarding process.

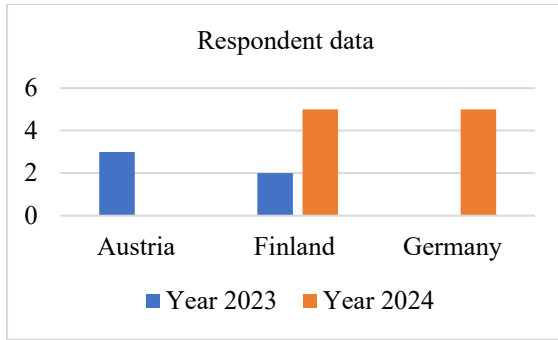


Figure 2. Respondent characteristics by year of joining and office location

4.3. Data Analysis

This study employed “Thematic Analysis (TA)” by Braun and Clarke (2006) to analyse the open-ended survey data. Thematic Analysis is widely recognised for its flexibility and effectiveness in uncovering meaningful patterns within qualitative data, making it well-suited to explore the onboarding experiences of company X's new employees.

Braun and Clarke (2006) outline six steps for Thematic Analysis:

1. Familiarisation with data: Carefully reading and re-reading the data to identify emerging patterns.
2. Generating initial codes: Identifying and noting recurring ideas and patterns within the data.
3. Searching for themes: Organising codes into broader themes that represent the data.
4. Reviewing themes: Ensuring the themes align with the data and the overall research perspective.
5. Defining and naming themes: Explaining each theme’s significance and what aspects of the data it captures.
6. Producing the report: Writing a detailed analysis of the identified themes, emphasising their relevance to the research question.

The survey data was systematically analysed by transcribing, coding, and theming the responses. This process allowed the researchers to identify key patterns and insights related to onboarding experiences at Company X. The resulting themes, derived from the data and aligned with the study's framework, were used to develop concrete recommendations for improving the onboarding process.

The Table 1 demonstrates how the data collected for this study was systematically organised into themes and codes through the process of Thematic Analysis.

Table 1. Themes and codes developed according to the collected data

Themes	Codes
Cultural diversity and representation	Varied cultural backgrounds of the employees
Current onboarding practices	The absence of cultural adaptation and current onboarding structure of the company
Effects of generic onboarding	Sense of underappreciation, communication challenges and misinterpretations.
Cultural awareness and sensitivity	Valuing diverse cultural perspectives and importance of cultural sensitivity
Tailored onboarding strategies	Incorporating cultural sensitivity into the onboarding process of the company
Outcomes of culturally tailored onboarding	Faster integration and enhanced employee engagement and satisfaction
Feedback loop	Ongoing feedback systems and refinements informed by inputs.

5. Findings And Discussion

The results of the data analysis and discussion are presented in this subsection and are in line with the two main goals and research questions of the study. It is one of the most critical components of the thesis, as it delves into the insights gathered from the research.

Below is a summary of each theme identified during the analysis.

Theme 1: Cultural diversity and representation - The research emphasised that this theme is essential in today's globalised workplace, especially for multinational companies like Company X. A culturally sensitive onboarding process was highlighted as a key factor in ensuring a stress-free integration for new hires who have different cultural background.

Theme 2: Current onboarding practices - The findings revealed that while Company X's current onboarding process is effective in welcoming and supporting new employees, it lacks a focus on addressing cultural differences. This gap can create challenges for employees from varied cultural backgrounds.

Theme 3: Effects of generic onboarding - The study found that a one-size-fits-all onboarding approach can lead to misunderstandings and difficulties for employees from diverse cultures. Variations in expectations, cultural practices, and communication approaches, were recognised as possible obstacles to successful integration for new employees.

Theme 4: Cultural awareness and sensitivity - The analysis underscored the onboarding process should concentrate on cultural sensitivity and awareness. . Survey respondents agreed that these elements play a significant role in creating an inclusive and supportive environment. As one respondent noted, "Cultural awareness is crucial in the onboarding process. It helps in understanding different perspectives and reduces the feeling of isolation among new employees" (Liyanage, 2024).

Theme 5: Tailored onboarding strategies - Employees recommended several strategies to strengthen the onboarding practices for culturally diverse hires. These included providing multicultural awareness training, implementing a buddy system and celebrating cultural diversity through programmes. One survey respondent shared, "Having a mentor who understands my cultural background would have made a significant difference. It would help in navigating the new work environment better" (Liyanage, 2024).

Theme 6: Outcomes of culturally tailored onboarding - The research suggested that a culturally customised onboarding programme can enhance employee satisfaction, performance and integration. Such an approach fosters a sense of belonging, improves communication, and enhances overall job satisfaction over time.

Theme 7: Feedback loop - The findings emphasised the importance of creating a continuous feedback system to gather insights from new hires about their onboarding journey. Methods such as anonymous surveys, peer mentorship initiatives and regular check-ins were recommended as effective tools for gathering feedback and implementing ongoing enhancements. One of the respondents stated, "Anonymous feedback surveys at regular intervals would help new employees voice their concerns without fear of repercussions" (Liyanage, 2024).

Next, the discussion aligns with the study's research questions and two primary objectives.

Objective 1: To understand how current onboarding practices at Company X affect new employees from different cultures.

Company X's current onboarding process is standardised across all offices and lacks cultural sensitivity. This standard approach has created difficulties for certain new hires from diverse

backgrounds. Some participants noted experiencing misunderstandings stemming from insufficient cultural sensitivity during onboarding. Problems such as miscommunication and cultural misinterpretations hindered their integration and early performance. For instance, one respondent who participated in the survey mentioned, "The onboarding process did not address any different cultural aspects. It felt like a general approach, which was not helpful for someone coming from a different cultural background" (Liyanage, 2024).

Objective 2: To suggest and explore possible ways to enhance onboarding for new employees from diverse cultural backgrounds at Company X.

Given Company X's expansion plans, there is a growing need for greater cultural awareness and sensitivity in its onboarding processes. Respondents emphasised the importance of respecting and understanding diverse cultural backgrounds to ensure stress - free integration. This approach helps bridge the gap between employees' diverse backgrounds and the company's culture, creating a more welcoming and inclusive workplace.

Based on the survey results, respondents suggested several strategies to improve onboarding practices, including:

Cultural training programs: Introducing cultural sensitivity training for both new and existing employees to foster a more inclusive environment (Liyanage, 2024).

Mentorship programs: Pairing new employees with culturally aware mentors who can provide personalised guidance and support (Liyanage, 2024).

Additionally, implementing a continuous feedback mechanism was highlighted as crucial for refining the onboarding process. Anonymous surveys and regular check-ins at various key intervals (e.g., after the first week, first month, and three-month mark) would allow new hires to share honest feedback. This approach helps identify problems in onboarding process early and address them proactively.

The findings underscore the need for onboarding process that sensitive to diverse culture is important to multinational organisation like Company X. The current generic approach fails to address the unique needs and wants of new hires who have diverse cultural backgrounds, leading to challenges during their initial integration. By adopting culturally sensitive onboarding practices, Company X can significantly enhance new employees' first experiences, leading to greater job satisfaction, faster adaptation, and increased productivity.

Moreover, establishing a continuous feedback loop ensures that the onboarding process evolves based on real-time input from employees. This iterative approach not only strengthen the employee's working environment but also give benefits to the company's overall success.

Improving onboarding for cross-cultural integration requires acknowledging cultural differences, adopting inclusive approaches, and valuing the significant influence of a diverse workforce on organisational achievements. This comprehensive method is essential for creating a supportive environment that promotes both personal and organisational development.

6. Recommendations

Suggestions for improving the way Company X welcomes new employees from different cultural backgrounds, with the goal of helping them integrate better. These ideas are based on feedback collected from new employees in 2023 and 2024 through surveys. The survey responses were analysed to find common themes related to the onboarding process and how well it addresses cultural differences.

Alongside the feedback gathered from employees, additional recommendations have been introduced to support Company X's anticipated expansion. These steps aim to streamline the onboarding experience for individuals from diverse cultural backgrounds, ensuring the process is both effective and inclusive. Ultimately, these measures are intended to foster a workplace environment at Company X that is welcoming, supportive, and culturally aware.

Suggested recommendations have mentioned below.

- **Implement cultural sensitivity training**

Provide cultural awareness training for all employees, addressing cultural norms, communication styles, and workplace behaviour. This will improve understanding, reduce miscommunication, and foster a respectful workplace.

- **Establish a mentorship program**

Connect new hires with experienced colleagues who understand diverse cultures. These mentors will offer tailored support throughout the first year, helping newcomers understand cultural subtleties, smoothly adapt to the workplace, and feel valued.

- **Introduce a buddy system**

Match new employees with a "buddy" who shares a similar cultural background. This peer will provide guidance and assistance during the initial year, easing the transition, boosting confidence, and fostering a sense of belonging.

- **Incorporate feedback mechanisms**

Employ regular feedback mechanisms, such as anonymous surveys, to evaluate the experiences of new employees at various stages (e.g., one week, one month, and three months). These tools help pinpoint ongoing issues and identify areas for enhancement.

- **Foster an inclusive company culture**

Promote open dialogue and respect among employees through activities like team-building events, diversity training, and inclusive company guidelines. A welcoming environment increases employee happiness, involvement, and loyalty.

- **Enhance team integration activities**

Plan team-building activities and cultural exchange programs, both online and in person, to help employees connect and build understanding. These activities will help overcome cultural differences and strengthen relationships within teams.

- **Monitor and evaluate onboarding practices**

Regularly assess and refine the onboarding process to ensure it meets the needs of the workforce. This allows for ongoing improvements and adjustments to address any weaknesses.

- **Create a diverse onboarding team**

Create an onboarding team composed of individuals with various cultural backgrounds to develop inclusive practices and provide support to new employees during their initial period.

Following these suggestions will improve Company X's onboarding, leading to better integration and happier, more productive diverse employees.

The suggestions that have been mentioned to the company X's onboarding process are mostly supported by real-world business scenarios. For an example, providing cultural awareness training for all employees matches with the multicultural companies in the modern world who

have a lack of understanding of cultural norms , communication styles and workplace behaviour. It will eventually reduce the respect in the workplace. Moreover, establishing a mentorship programme is crucial to understanding the new employees, and it will make it easy for them to adapt to their new working environment. Like each suggestion in the study is beneficial to the companies that have a multicultural workforce.

7. Conclusion

This research investigates how to improve the onboarding process for new employees at Company X, specifically focusing on those from diverse cultural backgrounds. The current standard process is not effective and causing problems. The study emphasised the importance of considering cultural differences during onboarding and suggested changes to create a more welcoming and inclusive experience. The potential benefits include happier and more productive employees who integrate well into the company's culture. The research recommends ongoing feedback to continually improve the onboarding.

Although this study was constrained by a limited number of participants and a specific scope, future research could broaden its reach by involving a larger and more diverse group of individuals across multiple locations. Additionally, exploring the long-term impacts of culturally tailored onboarding practices could provide deeper insights and further validate the findings. Ultimately, global companies should prioritise culturally sensitive onboarding to value diversity and treat their employees with respect.

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