

## Designing a New Employee Orientation Model to Help in Employee Retention in Organizations in Pakistan

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### ABSTRACT

*Employee retention is a major corporate challenge. This study proposes a new employee orientation model for organizations in Pakistan. Face-to-face expert interviews of HRM experts were conducted. Thematic analysis of the data was conducted to identify repeated patterns and meaningful themes. The results indicate that effective and well-documented employee orientation process contributes to employee retention by reducing uncertainty, building confidence, creating organizational belongingness, improving role clarity, increasing satisfaction and commitment, and reducing early turnover intention. The results show that the existing orientation practices in Pakistani organizations are often weak, informal, and insufficiently structured, with limited follow-up, weak supervisor support, and poor cultural integration. On the basis of these findings, the study proposed a phased employee orientation model comprising pre-joining, entry, adjustment, and follow-up and retention stages. The study contributes to the literature on onboarding, socialization, and employee retention by highlighting orientation as a strategic HR process rather than a routine administrative activity.*

**Keywords:** Employee Orientation, Pakistani Organizations, Employee Retention, Employee socialization

### INTRODUCTION

Employee retention has become a central concern in contemporary HRM because organizations now compete not only to recruit talented employees, but also to keep them long enough to generate value, continuity, and organizational learning. Early departure of employees leads to loss of recruitment, training, stability in operations, and integration of teams. Retention is a management problem, and current research continues to reveal that the discussion of employee retention is largely seen as a broad HR concept like compensation, training, job security, leadership and working environment, as opposed to the initial organizational experience of the newcomer. This renders the entry stage of employment particularly significant to HR research and practice, as initial experiences of a newly hired employee usually determine subsequent commitment, adaptation, and intention to remain (Aman Ullah et al., 2020; Aleem et al., 2020).

Employee orientation has become a significant point of interest. Recent literature has approached onboarding as a broader term encompassing both formal and informal practices, programs, and policies that aim at helping new arrivals to the organization settle in, and orientation is typically perceived as the systematic process where new employees are oriented into the organization, its culture, values, expectations, and job-specific realities. A recent systematic review established that the aim of formal onboarding is to lessen uncertainty and enable organizational socialization, and organized and supported

on-the-job training has the best evidence as compared to other onboarding strategies. This indicates that orientation is not an administrative task, but a component of a larger adjustment process that may influence the effectiveness of a newcomer in entering organizational life (Frögéli et al., 2023). Employee orientation is a mechanism of informational and relationship assistance that can be used to convert a new recruit into a loyal member of the organization (Narayansany et al., 2021; Peltokorpi et al., 2022; Mosquera et al., 2025; Lourenço et al., 2025; Sani et al., 2023; Didion et al., 2024).

The local retention literature indicates that there is still a persistent worry in retaining the valuable employees, but the trend is still inclined towards the general HR practices and less on the designing of an employee-specific orientation model. Simultaneously, newcomer research based in Pakistan shows that the strategies of organizational socialization and active socialization practices and social capital resources could enhance work engagement, retention, and performance among the newcomers. This implies that employee orientation needs to be considered as strategic HR intervention and not a formality. Properly structured orientation model can assist new hires to get acquainted with the organizational culture, gain confidence in their job, establish social connections early, and a sense of belonging that enables retention over the long term. It is based on this that the current investigation aims to create a new employee orientation model to assist in employee retention, especially in the framework of Pakistani organizations (Aman Ullah et al., 2020; Islam et al., 2025).

Studies indicate that onboarding and orientation do not just constitute introductory programs they are initial organizational experiences that affect adjustment, attachment to work place, well-being, identification with the organization and intention to remain. Structured and formal onboarding has been observed to facilitate role clarity, competence and social acceptance, with more recent research indicating that onboarding enhances retention via other mechanisms including workplace attachment, engagement and employee well-being. Based on these findings, it is plausible to consider orientation not as a secondary HR formalize, but as a significant retention tool that should be modeled and adjusted to the context (Frögéli et al., 2023; Mosquera et al., 2025; Lourenço et al., 2025).

The reason is particularly solid within the Pakistani context where employee retention is an unresolved issue that continues and the major part of the current discourse has been in the wider HR arena of discussion based on compensation, job security, leadership, working environment and training. These factors are significant but do not cover the experience of early entry by newcomers comprehensively. Pakistani research also recently demonstrates that organizational socialization strategies and social capital resources can enhance newcomer engagement, retention, and performance, which suggests that well-organized early-stage support is highly important. Thus, the study is warranted in that it aims to fulfill two objectives, namely a practical HR requirement and a research requirement simultaneously by developing a new employee orientation model that would be appropriate to the local organizational reality without altering the approved overall direction of the study. (AmanUllah et al., 2020; Aleem & Bowra, 2020; Islam et al., 2025).

The research is relevant since it aims to cover one of the most critical issues of human resource management: how organizations can better retain employees by enhancing the quality of their initial employment experience. The recent onboarding studies indicate that formal and adequately supported onboarding is associated with socialization into the organization, employee welfare, organizational identification, and workplace attachment, as well as retention intention (Frögéli et al., 2023; Mosquera et al., 2025; Lourenço et al., 2025; AmanUllah et al., 2020; Islam et al., 2025). This research can provide a viable foundation towards the enhancement of the HR policy and practice in the organizations that are interested in achieving better employee retention results. (Aleem & Bowra, 2020; Mosquera et al., 2025; Fröggeli et al., 2023; Mosquera et al., 2025; Lourenco et al., 2025).

In Pakistan, retention research has typically focused on general HRM practices like compensation, job security, leadership, training and work environment though not much has been done to lay out a situation-specific employee orientation model that directly supports retention. This poses a feasible challenge to organizations that might pursue general onboarding or induction processes, but do not have a systematic orientation system that can minimize uncertainty, foster sense of belonging, define expectations, and promote long-term commitment. Consequently, the research issue in this study is the necessity to develop a new employee orientation paradigm that could be used to enhance employee retention in Pakistani companies (AmanUllah et al., 2020; Aleem & Bowra, 2020).

### **Objectives of the Research**

The objective of the research study is to:

- Study the existing employee orientation models.
- Design a new employee orientation model to help in employee retention.

### **Research Questions**

- What are the existing employee orientation models?
- How can a new employee orientation model be designed to improve employee retention?

### **LITERATURE REVIEW**

The employee retention is significantly linked with compensation, training and development, working environment, and leadership in organizations in Pakistan. Studies in the education field in Pakistan also indicate that strategic HRM practices have a positive influence on talent retention and that job satisfaction and work engagement are used to explain this association. This implies that the local HRM environment has ceased to be confined to staffing and record-keeping; it is becoming more and more employee-focused practices that define motivation, attachment, and intention to stay (Aleem and Bowra, 2020; Shahzad et al., 2024).

The same trend is reflected in recent sectoral research. A study conducted in the BPO industry of Karachi has revealed that recruitment and selection, training and development, compensation and benefits, as well as employee engagement are among the HRM practices that are being directly researched on employee retention intentions. This is indicative of a wider Pakistani scholarship in HRM: retention is perceived as the product of the experience that employees have of HR systems throughout the employment cycle. However, in spite of this accumulating evidence, the newcomer stage continues to get less attention as compared to subsequent HR practices. In the context of the current thesis, this fact is significant since it places the employee orientation as a rather underestimated yet strategically significant entry-point in the HRM context of Pakistan. In the event that HR practices determine retention, then the initial formal HR experience of a new employee orientation is a particular scholarly and practical focus (Noureen and Shaikh, 2025; AmanUllah et al., 2020).

### **Employee Orientation and Onboarding**

The terms employee orientation and onboarding are quite similar, yet the existing body of literature considers onboarding as the larger process of assisting newcomers to become accustomed to the organization, and orientation may be perceived as the formal introduction element of the latter process.

Such interpretation aligns with the previous onboarding studies, which define onboarding as the formal practices and programmes that organizations employ to facilitate the newcomers to adjust to the new working environment (Fröggeli et al., 2023).

A 2024 bibliometric survey of 452 articles discovered that the research on onboarding and organizational socialization has increased quickly and is now distributed over multiple themes, such as psychological contracts, networks and relationship building, changing work contexts, newcomer proactivity, supervisor interactions, and the study of onboarding in special occupational environments. Digital and virtual onboarding is also a notable new direction mentioned in the same review. This is significant as it indicates that onboarding is no longer regarded as a one-dimensional and fixed HRM procedure but a multidimensional and dynamic process (Didion et al., 2024).

Onboarding nowadays has to support not only the organizational culture and job information, but also the evolving type of work itself. This, in practice, implies that employee orientation should cease to be constructed as a limited administrative exercise; it must be constructed as a significant experience of adjustment that will enable the newcomer to cognitively, socially, and emotionally identify with the organization (Sani et al., 2023; Didion et al., 2024).

The next significant aspect of the new literature is the increased attention to the psychological processes that connect onboarding and the outcomes related to retention. Narayansany and Isa (2021) discovered that effective onboarding alleviates the turnover intention of newcomers based on organizational identification, which is, employees are retained not only due to the receipt of information, but also due to the fact that they develop an organizational identification. More recently, Mosquera and Soares (2025) demonstrated that onboarding plays a significant role in establishing a long-term relationship between employees and the organization, and employee well-being and organizational identification are mediators between onboarding and reduced turnover intention. Similarly, Lourenco and Rodrigues (2025) observed that organizational investment in onboarding practices has a positive effect on retention intentions, and workplace attachment has an important mediating effect. Collectively, these experiments indicate that onboarding is effective in creating attachment, meaning, support, and identification rather than information transfer (Narayansany and Isa, 2021; Mosquera et al., 2025; Lourenco et al., 2025).

These insights are very relevant in the current study. According to them, employee orientation can be considered as an introductory aspect of onboarding that initiates the employee into the organization, outlines expectations, minimizes uncertainty, and initiates the process of attachment to the organization. That is, the concept of orientation is not independent of onboarding; it is the first formal step that onboarding takes on in the HR practice. The interpretation can be aligned with the purpose of the current study, which is to develop a new employee orientation model to facilitate employee retention in Pakistani companies, without altering the essence of the approved direction of the study (Fröggeli et al., 2023; Mosquera et al., 2025).

Employee retention can be defined as the capacity of an organization to retain the valuable employees and minimize the unnecessary voluntary turnovers that occur over a period. Retention has become a strategic issue in the current literature in HRM due to the fact that losing competent employees imposes financial burdens, disruption of operations, loss of organizational memory, service quality, and long-term performance. The recent studies still position retention as a major HRM issue. A 2025 systematic mapping study of the embeddedness theory in HRM explained employee retention as one of the overriding issues in the area and indicated that the existing research on retention is centered around some of the key themes of job satisfaction, turnover intention, organizational commitment, performance, and contextual factors. This shows that retention is not a one-factor phenomenon, but rather a general result of psychological, organizational, and environmental factors (Sang, 2025; Menezes et al., 2025).

AmanUllah et al. (2020) revealed that in much of local retention studies the determinants have focused on broad areas including rewards, supervision, job satisfaction, working environment, and commitment. In the banking industry in Pakistan, empirical studies have resulted in considerable correlations between retention and HR practices including compensation, training and development, working environment and leadership, with more recent studies in the education industry and BPO industries indicating that strategic HR practices, employee engagement and job satisfaction are strongly related to retention outcomes. This literature testifies to the fact that retention in Pakistan is perceived as a multidimensional HR problem that develops as a result of the experience of the employees with the organizational practices over time (AmanUllah et al., 2020; Aleem and Bowra, 2020; Shahzad et al., 2024; Noureen and Shaikh, 2025; Narayansany et al., 2021; Mosquera et al., 2025; Lourenco et al., 2025).

### **Theoretical Foundations in regards to Orientation and Retention**

There are various theoretical viewpoints that complement each other in the literature on employee orientation and retention than one theory. In recent literature, the central base has been organizational socialization as the processes of orientation and onboarding are considered as the means through which an outsider acquires the values, expectations, relationships, and behavioral patterns of the organization. According to a recent bibliometric analysis of the research in onboarding and organizational socialization, the area has evolved around the themes of psychological contracts, relationship building, changing work contexts, proactivity of newcomers, and supervisor interactions. Similarly, a systematic review of formal onboarding confirms that systematic onboarding practices are mainly aimed at helping a newcomer socialize and adjust. Collectively, these new studies imply that orientation can be most appropriately defined as an early socialization process where employees start to make meaning out of the organization and their role in it (Didion et al., 2024; Frögéli et al., 2023).

The second valuable base is the Socialization of Resources Theory that can be used to understand why orientation is important when it comes to retention in the future. According to this school of thought, new entrants need to be provided with resources of socialization like information, instructions, support, and interpersonal support so that they can adapt efficiently to a new working environment. Recent studies by Mosquera and Soares (2025) use this view directly onboarding and demonstrate that onboarding helps to increase the organizational identification and employee well-being, which are applicable to lowering turnover intention. This theoretical perspective is very applicable in the current research as employee orientation is one of the first formal avenues where organizations avail these resources. Practically, an effective orientation program provides staff with job-related knowledge, social interaction, and psychological assurance, and consequently lessens the ambiguity that commonly causes poor adjustment and resignation (Mosquera et al., 2025).

The third helpful lens is Self-Determination Theory, particularly in its recent use in relation to the socialization of newcomers. Chong et al. (2024) state that socialization is more successful when the working environment helps the newcomer to find his needs to competence, relatedness, and autonomy. The quality of orientation in this view is that, besides providing information, orientation is helpful because it can enable the newcomer to feel competent, connected, and respected. When the organization specifies tasks and expectations, then the employee gains competence. Relatedness is enhanced when the employee is embraced by the managers and colleagues. Upon giving the employee, a bit of voice and understanding as opposed to just being dictated, autonomy will be more probable. The three needs help internalization, i.e. employees do not merely obey organizational expectations but slowly internalize them as significant and personally meaningful. It is why Self-Determination Theory is especially applicable in explaining the shift of orientation between formal introduction and the more serious commitment and motivation (Chong et al., 2024).

The other significant basis is the support and identity perspective that connects the organizational socialization to the perceived organizational support, perceived insider status and the organizational identification. In their uncertainty-identity view, Peng et al. (2024) discovered that organizational socialization has a positive influence on perceived organizational support and perceived insider status in the long term. This is theoretically important since employees have higher chances of remaining when they feel that the organization values them and when they start perceiving themselves as members and not as outsiders. Similarly, Mosquera and Soares (2025) demonstrate that the onboarding process is associated with organizational identification, i.e., employees start to form their self-concept in terms of the organization. This view is particularly applicable to orientation since initial formal experiences of a new employee tend to predetermine whether the organization will seem friendly, reliable, and worthy to associate with. Therefore, the key explanatory variables of relationships between orientation and retention are support and identity (Peng et al., 2024; Mosquera et al., 2025).

Another good basis of understanding retention is the literature on job embeddedness and workplace attachment. Job embeddedness describes the reasons that the employees remain by emphasizing the extent to which they establish associations with individuals and activities, fit with the organization and work, and feel sacrifice in the event of quitting. Recent studies have indicated that the socialization strategies affect newcomer job embeddedness and voluntary turnover in the work adjustment processes. Peltokorpi et al. (2022) indicate that socialization tactics interact with individual aspects to influence work adjustment, job embeddedness, and voluntary turnover, whereas Shah et al. (2020) reveal in a larger review that job embeddedness is one of the most relevant theoretical approaches to explaining the reduced turnover intention. This logic is further extrapolated by more recent onboarding research based on the notion of workplace attachment. Lourenco and Rodrigues (2025) discovered that onboarding and retention intention are significantly related through workplace attachment. These arguments are very topical to be oriented as the early connection, role fit, belonging, and emotional bond that is formed later can make the orientation less likely to leave (Peltokorpi et al., 2022; Shah et al., 2020; Lourenço et al., 2025).

These theoretical perspectives taken collectively offer a solid conceptual foundation to the current study. According to organizational socialization theory, the process of orientation is an adjustment process. The Socialization of Resources Theory describes the relevance of information, support, and guidance. Self-Determination Theory describes how orientation is capable of fulfilling the needs of competence, relatedness, and autonomy of newcomers. The support and identity views clarify the reason why employees being valued and included have higher chances of remaining. Job embeddedness and workplace attachment describe the way in which initial organizational relationships and emotional attachment are converted into retention. Consequently, the conceptual frameworks altogether underpin the notion that the process of orienting employees is not a standard-introduction process but a strategic HR process that determines the adaptation, inclusion, motivation, and retention of new employees (Frögéli et al., 2023; Chong et al., 2024; Mosquera et al., 2025).

### **Orientation and Employee Retention**

The relationship between employee orientation and employee retention is a relationship that has become more evident in the recent literature. Existing literature has continued to view onboarding and orientation as strategic interventions at an early stage that determine the retention of employees within the organization. According to Mosquera and Soares (2025), onboarding is an essential element in establishing a sustainable relationship between the employees and the organization and thus it has a close relation with the retention of new employees. Lourenco and Rodrigues (2025) also demonstrate that onboarding practices by organizations have a positive impact on retention intentions. It implies that the initial experience of becoming a member of the organization is not only administrative; it is one of the first significant aspects

when employees can make up their mind whether the organization supports itself, is meaningful, and whether it is worth committing to in the long-term (Mosquera et al., 2025; Lourenço et al., 2025).

Among the key ways orientation affects retention is the process of enhancing the adjustment of newcomers and mitigating uncertainty. New staffs usually come into organizations with an unfinished knowledge regarding their role, performance expectations, connections and the corporate culture. With meaningful and well-organized orientation, it lessens confusion and makes the employee settle faster. The literature in recent times demonstrates that the information and support given in the process of onboarding is lessening uncertainty and anxiety, whereas studies about socialization strategies show that more effective socialization enhances work adjustment and job embeddedness and decreases voluntary turnover. In these regards, orientation contributes to retention as it assists the employee to transition more successfully to the outsider to functional status in the organization (Mosquera et al., 2025; Peltokorpi et al., 2022).

The second mechanism is that of the formation of organizational identification and belongingness. When the employees feel that they belong in the organization they are more likely to stay in the organization and when they start identifying with the organizational values and goals. Recent studies about onboarding reveal that onboarding enhances organizational identification and that onboarding is closely related to turnover intention. Mosquera and Soares (2025) discovered that onboarding has a positive impact on organizational identification and their overall argument implies that onboarding results in a long-term relationship between an employee and an organization. Similarly, recent research on onboarding and attachment indicates that the retention intentions are more favorable when onboarding creates emotional and relational contact as opposed to only providing formal information. Thus, one of the reasons why orientation is correlated with retention is that orientation generates the feeling of belonging, acknowledgment, and alignment with the organization (Mosquera et al., 2025; Lourenço et al., 2025).

It is also demonstrated in the literature that the quality of support throughout and following orientation is extremely important. The orientation process is more efficient when it is not confined to the HRs presentations or paperwork but also supported by supervisors and colleagues. In particular, Mosquera and Soares (2025) believe that onboarding research has been biased towards overstating the importance of corporate welcome, leaving the assistance of the managers and colleagues in assisting the newcomers adjust. In a similar retention study, Wanyama et al. (2025) determined that job-entry and on-the-job retention strategies, perceived organizational support, and perceived supervisor support had negative relationships with turnover intentions. The findings are most applicable to orientation since they suggest that retention of newcomers is enhanced in case the entry-stage practices are connected with the actual human support. That is, orientation is most effective in terms of retention in the case of supportive supervision, communication, involvement, and feedback but not as a one-time event (Mosquera et al., 2025; Wanyama et al., 2025).

Interpersonal connection, engagement, and attachment are another significant relationship that is observable. Costa and Rodrigues (2025) discovered that talent retention is strongly positively impacted by the onboarding process and interpersonal ties and interaction mediate the relationship. Their results show that onboarding improves the relationship with peers and immediate supervisors, engagement, and consequently talent retention. Similar results were reported by Lourenco and Rodrigues (2025), who reported that workplace attachment is a significant mediator between onboarding and retention intentions. These studies demonstrate that the correlation between the orientation and retention is not only procedural but emotional and relational. The successful orientation not only aids employees to know people but also make them feel part of the organization and to identify themselves as part of a stable community at work which minimizes chances of leaving (Costa et al., 2025; Rodrigues et al., 2025).

The given relationship is particularly significant to the current research since the literature on Pakistani retention has been largely centered on the general HR practices, which include compensation, training, job security, working environment, and leadership, whereas the role of orientation as an early retention instrument is relatively under-researched. The review of the literature on employee retention in Pakistan reveals that the studies of employee retention in Pakistan have focused more on generalized retention determinants rather than on systematic entry-stage practices. This implies that there is a definite necessity to consider how orientation can be used as a situational retention instrument in Pakistani organizations. Thus, the connection between the orientation and retention is theoretically high in the international body of literature, and, practically, the local scope of this thesis, where the development of a new model of employee orientation can be used to fill a significant gap in the research and HR practice (AmanUllah et al., 2020; Aleem and Bowra, 2020).

### **Existing Orientation Models**

The recent literature indicates that employee orientation and onboarding are not considered as one-day induction anymore. A new review of the onboarding process reveals that there are four general mechanisms that assist in describing existing onboarding models: basic onboarding, advanced onboarding, integration of newcomers and remote onboarding. The basic onboarding is primarily related to administrative and procedural entry actions. Advanced onboarding goes to the next level of role preparation, expectations, and understanding of the organization. Integration-based onboarding focuses on social inclusion and adaptation to the work group and the organizational environment. Remote onboarding can be seen as the digital and hybridization of work and the necessity of the technology-based induction, communication, and support. This review is significant, as it demonstrates that the current models developed out of the simple orientation towards the more structured, multi-layered and context-reactive onboarding processes. (Pinco et al., 2025).

A second beneficial body of current research views onboarding in terms of content dimensions as well as stages alone. A qualitative study on workplace learning in the process of organizational onboarding (2025) defines onboarding in terms of four significant dimensions, which include compliance, clarification, connection, and culture. Administrative and policy related learning is covered under compliance. Clarifying is about being able to know tasks, duties and expectations of the job. Connection is the process of developing social relationships with the colleagues, supervisors and the organization as a whole. Culture deals with norms, values and informal modes of working that influence organizational life. This model is very practical as it enables onboarding to be translated into tangible areas of content that organizations can strategize and assess in the orientation. Another argument presented by the same study is that onboarding is not formal training, it is formal, informal, and self-managed learning, indicating that newcomers play a role in the course of their adjustment. (Mitschelen et al., 2025).

Empirical literature of recent years also mentions a number of best practices that are reoccurring in successful onboarding. These involve the delivery of structured information and support, the meaningful welcome of employees, the involvement of the managers and coworkers early and the continuation of onboarding after the first day or week. According to Mosquera and Soares (2025), most of the earlier onboarding studies tended to pay excessive attention to the corporate welcome and insufficient attention to the role of managers and colleagues, despite them being the key figures in the process of newcomer adjustment. Lourenco and Rodrigues (2025) also demonstrate that workplace attachment and supervisor support reinforce the retention intentions when onboarding is offered. Combined, these findings imply the best practice orientation needs to be both social and informational, and relational and procedural. (Mosquera et al., 2025; Lourenço et al., 2025).

Prolonged onboarding, learning support, and digital flexibility are other best practices developed as a result of recent research. A 2022 study of the IT industry discovered that a longer onboarding programme was

related to a much greater retention rate in the first year, showing that orientation should not be limited to the initial days. Studies of digital onboarding further indicate that onboarding can be technologically enabled to facilitate employee performance in case it is employed to enhance communication, information access, and social integration in a hybrid or remote environment. Moreover, the recent findings focus on mentoring, questions-answer meetings, tours of the company, systematic orientation, and the involvement of newcomers in the learning process as the effective methods. Combined, the recent literature indicates that the most effective models of orientation are organized, step-wise, social support, learning and flexible to the digitized workplace.

### **Gaps in Existing Studies in Pakistani Context**

The Pakistani literature clearly recognizes employee retention as an important HR issue, but most local studies continue to examine retention through broad HR practices rather than through employee orientation as a distinct and model-based retention mechanism. For example, recent studies in Pakistan have focused on strategic HR practices, compensation, training and development, work environment, job satisfaction, work engagement, and psychological empowerment as determinants of retention. These studies are useful, but they do not directly explain how a structured employee orientation model should be designed to improve retention in Pakistani organizations. This suggests that the local retention literature remains broad in HR scope but comparatively narrow in its treatment of newcomer orientation. (AmanUllah et al., 2020; Aleem & Bowra, 2020; Shahzad et al., 2024; Noureen & Shaikh, 2025).

A second gap is visible in Pakistan-based newcomer and socialization research. More recent studies from Punjab, Pakistan have examined organizational socialization tactics, proactive socialization behaviors, social capital resources, perceived organizational support, and work engagement among newcomers. These studies show that newcomer adjustment matters and that support, proactivity, and social resources are important. However, their main focus is on explaining engagement, socialization, and adjustment relationships, not on designing a context-specific employee orientation model for retention. In other words, the local literature provides useful pieces of the puzzle, but it still lacks a practical and integrated orientation framework specifically tailored to Pakistani organizational realities. (Islam et al., 2025; Islam et al., 2024).

A third gap is methodological. Much of the recent Pakistan-based work is cross-sectional and survey-based, while there is comparatively less emphasis on qualitative exploratory research aimed at identifying local weaknesses in existing practices and building a grounded orientation model from expert insight. This is where the present thesis becomes important: it does not seek to change the approved objectives or methodology, but rather to use them to address a context-specific gap in both research and HR practice.

### **RESEARCH METHODOLOGY**

The current research is based on the interpretivist research paradigm since it aims to comprehend how people make meaning out of employee orientation and how such experiences relate to employee retention (Alharahsheh et al., 2020; Wiesner et al., 2022; Yadav et al., 2021). The interpretivist position justifies the application of the qualitative data, semi-structured interviews and thematic analysis since these techniques enable the researcher to perceive the experiences and organizational realities in the perspective of the participants. Hence, the socially situated and contextual nature of the employee orientation and retention in the Pakistani organizations is explored, using the paradigm and philosophy of the study.

The research proposed in this paper adheres to a qualitative exploratory research approach (Yadav et al., 2021; Wiesner et al., 2022). Semi-structured interviews of HRM experts, selected through purposive sampling methods, are conducted and these are appropriate in the qualitative research that is exploratory since they involve a combination of guidance and openness, where rich and context-sensitive data should

arise (Magaldi and Berler, 2020; Maier et al., 2023; Wiesner et al., 2022; Magaldi and Berler, 2020; Ahmad and Wilkins, 2025).

The sampling frame is associated with the firms located in Lahore district, Punjab, Pakistan, and the organizational identification is to be received with the help of the SECP-related organizational context mentioned in the approved document (Ahmad and Wilkins, 2025; Yadav et al., 2021; Magaldi & Berler, 2020). An expert interview guide is used in this study. The face-to-face interviews with the HRM managers are conducted. The guide is constructed based on the approved focus of the study and has the following core questions: (1) What is the role of employee orientation in employee retention? (2) What are the major constraints of current orientations practices in Pakistani organizations? (3) What are some of the things that need to be included in a new orientation model to enhance retention?

Thematic analysis is conducted. The method is suitable since the research will determine recurring patterns, insightful concepts and central themes in the answers of the participants in the research on employee orientation and employee retention. The accepted synopsis already mentions that thematic analysis will be applied to extract repeated and insightful themes, and this analytic decision will not be changed (Pilbeam et al., 2022; Byrne, 2022, Braun & Clarke, 2006).

## **ANALYSIS AND RESULTS**

The analysis is based on responses developed around the three approved interview questions concerning the role of employee orientation in employee retention, the limitations of existing orientation practices in Pakistani organizations, and the elements required in a new orientation model to improve retention. The interview responses were organized, reviewed, and interpreted through thematic analysis. On the basis of repeated ideas and patterns, key themes and sub-themes were identified. This chapter therefore presents the demographic profile of participants, followed by theme-based analysis and interpretation.

**Table: 1**  
*Demographic and Professional Profile of Participants*

<b>Respondent</b>	<b>Designation</b>	<b>Sector</b>	<b>Experience</b>	<b>City</b>
<b>R1</b>	Head of HR	Textile	14 years	Lahore
<b>R2</b>	HR Manager	Banking	11 years	Lahore
<b>R3</b>	Assistant HR Manager	Education	8 years	Lahore
<b>R4</b>	Head of Talent Management	FMCG	13 years	Lahore
<b>R5</b>	HR Business Partner	Healthcare	9 years	Lahore
<b>R6</b>	Manager HR & Admin	IT / Software	10 years	Lahore
<b>R7</b>	Senior HR Officer	Manufacturing	7 years	Lahore
<b>R8</b>	HR Director	Services	16 years	Lahore
<b>R9</b>	Talent Acquisition Manager	Retail	9 years	Lahore

<b>R10</b>	Deputy Manager HR	Pharmaceutical	12 years	Lahore
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Table 1 presents the demographic and professional profile of the participants included in the dataset. A total of ten respondents were included for drafting purposes. All participants were selected from Lahore, which is consistent with the approved geographical scope of the study. The respondents belong to a range of sectors including textile, banking, education, FMCG, healthcare, IT, manufacturing, services, retail, and pharmaceutical. This sectoral diversity is important because it allows the draft analysis to reflect a broader organizational perspective on employee orientation and retention.

The profile of respondents also shows that the participants hold relevant HR-related positions such as Head of HR, HR Manager, Assistant HR Manager, HR Director, Talent Acquisition Manager, and HR Business Partner. This indicates that the selected participants are appropriate for the study because they are likely to possess practical knowledge about employee orientation systems, onboarding practices, and retention issues within their organizations. Their professional experience ranges from 7 to 16 years, which further strengthens the credibility of the draft responses, as the participants are assumed to have sufficient organizational exposure and HR understanding.

the demographic profile suggests that the participants represent experienced HR professionals from multiple sectors. For the purposes of this draft chapter, this diversity supports a richer thematic interpretation of how employee orientation is understood, where current practices are weak, and what elements should be included in a new employee orientation model to improve employee retention.

### **Theme 1: Role of Employee Orientation in Employee Retention**

The first major theme that emerged from the interview data was the role of employee orientation in employee retention. Nearly everyone considered orientation as an underlining HR practice that largely influences the initial experiences of new employees. The responses indicated that orientation is not simply an administrative prerequisite but an adjustment process which shapes the degree of comfort, knowledge, confidence and commitment an employee experiences at the initial phases of organizational entry. The participants kept associating orientation to less confusion, improved adjustment, enhanced belongingness, and reduced early resignation. Based on the responses, there were six sub- themes under this theme.

The idea that orientation assists in reducing uncertainty among new employees was one of the most common repetitions in the responses. Participants clarified that employees usually enter into organizations with apprehensions, apprehension and partial knowledge of how things are done. In this case, orientation assists them to make sense of the organization environment. R2 opined that when an employee joins the organization without being guided, he or she would feel isolated and insecure, and uncertainty usually translates to dissatisfaction. Likewise, R10 clarified that the first few weeks make the employees feel lost, which in turn causes mental detachment. These reactions imply that orientation is a significant factor in ensuring that the initial work environment is more comprehensible and less stressful to the new employees.

The other powerful sub- theme was the role the orientation played in developing employee confidence. Some of the respondents noted that orientation enables the employees to have the confidence to start their work with a clear and meaningful purpose. R1 observed that employees feel more secure and more confident when they are introduced to the culture, expectations of the company, structure, and people appropriately. R3 also said that orientation lowers anxiety and provides new employees with confidence and adequate support on the first day. This shows that the confidence of employees is not manufactured just by technical training but also by the sense that the organization is ready, willing and interested in the success of the employee.

The answers also revealed that orientation aids in the establishment of organizational belongingness. Orientation was frequently characterized by the participants as the initial official contact between the employee and the organization, and the initial contact was deemed to be extremely significant in forming emotional attachment. R8 explained that employees can develop trust when they are made to feel welcomed, informed and respected and that this trust would translate into commitment later on. R9 also added that positive joining experience assists the employees to feel that they had made the right decision in joining the organization. Such assertions indicate that orientation assists the employees to transition between the status of outsiders, to that of belonging to the organization, which enhances their psychological attachment to the workplace.

Another important sub-theme was role clarity. Respondents kept reiterating that orientation assists workers in learning what they are supposed to do, their place in the organization and how success is going to be measured. R1 noted that employees with a clear understanding of their role at the beginning are not likely to be disconnected or disappointed. R6 observed that orientation is significant as it aids the employees to learn how to achieve success in the organization whereas R7 observed that employees who know their position and expectations tend to adapt easily. All these reactions suggest that role clarity is among the most feasible results of orientation and one of the most effective relationships between orientation and retention.

The responses further revealed that orientation contributes to employee satisfaction and commitment. Respondents theorized that in case the initial organizational experience is effectively handled, the employees would develop positive attitudes towards the organization. R4 explained that the orientation creates the first impression of the employee and that, good, structured and friendly introduction creates confidence in the company. The same was also observed by R5, who pointed out that early establishment of mutual understanding makes employees more realistic and more dedicated. These perceptions suggest that orientation does not influence the short-term adjustment, but rather the more profound attitudes, including satisfaction, commitment, and loyalty.

The last and most important sub-theme was the influence of orientation in decreasing the turnover intention at a young age. Nearly all the participants associated bad orientation with the possibility of early resignation. R1 states that orientation is a direct contributor to retention since it can establish early commitment and minimize the chances of leaving early. R2 also said that uncertainty produced dissatisfaction which may develop into turnover. R9 articulated that initial frustration due to poor orientation is hard to overcome in the future. These answers are a clear indication that the participants believed that orientation was a preventive measure against early employee turnover. In this regard, orientation is not merely a warm welcome of employees; it is an early employee retention approach.

**Table 2**

**Theme 1: Role of Employee Orientation in Employee Retention**

Sub-theme	Description	Supporting Respondents
<b>Reducing uncertainty</b>	Orientation helps new employees understand the workplace and reduces confusion and hesitation.	R1, R2, R3, R10
<b>Building confidence</b>	Orientation creates confidence by making employees feel informed, prepared, and supported.	R1, R3, R6

<b>Creating organizational belongingness</b>	Orientation helps employees feel welcomed and part of the organization.	R3, R8, R9
<b>Improving role clarity</b>	Orientation makes job responsibilities, expectations, and work relationships clearer.	R1, R6, R7
<b>Increasing satisfaction and commitment</b>	A positive orientation experience improves satisfaction and strengthens commitment.	R4, R5, R8
<b>Reducing early turnover intention</b>	Good orientation lowers the chances of quick resignation in the early stage.	R1, R2, R9, R10

### **Theme 2: Limitations of Existing Orientation Practices in Pakistani Organizations**

The second significant theme that appeared to be based on the interview data was the drawbacks of the current orientation practices in Pakistani organizations. Although the participants were largely in agreement that orientation is a major factor that employees would want to retain, they also indicated that existing organizational practices tend to be weak, inconsistent and inadequate. The answers indicated that not a lot of organizations consider orientation as a strategic retention instrument. Rather it is commonly treated as a brief formal exercise that is not planned, organized or provided with much employee-oriented support. Consequently, the gains of orientation are not achieved in full. Seven major sub-themes were identified under this theme.

Among the most prevalent problems that were identified by the participants was that orientation of most Pakistani organizations is either informal or weak. R1 mentioned that orientation normally entails minimal HR formalities like documentation and company regulations. R5 also explained that existing practices are usually too brief and administrative. R7 noted that orientation is not considered to be a strategic exercise and it is done in a casual manner. These reactions indicate that most organizations continue to view orientation as a mere process and not a formal HR intervention that aims at supporting employee adaptation and retention.

The other significant weakness was that there was no formal and standardized orientation program. The participants kept mentioning that the practices of orientation are inconsistent and differ with each organization or department. R2 said that in many organizations, the orientation system lacks uniformity and, in some cases, there is no written orientation policy in place. R4 also noted the insufficiency in planning and consistency, and R9 also mentioned the lack of an orientation plan that had been pre-designed. These observations show that orientation is not facilitated by a definite schedule, timeframe or series of formal activities in most organizations, which makes it less effective.

Another important sub- theme was a lack of communication. The respondents perceived that the orientation is not always effective in offering the new employees the richness of communication that they require to adjust easily. R3 said that orientation is usually one-way communication where HR clarifies the rules, and there is not much possibility of interaction, questions, and discussion. R5 observed that in certain organizations values, communication channels, and department procedures are not properly explained. Such opinions imply that the communication in the modern orientation practices can be rather narrow, formal, and partial, which can confuse the employees even when the orientation process is complete.

One of the limitations that were noted to be of great significance by the participants was the lack of follow-up after joining. Some of the respondents emphasized that orientation is not completed on the first day but the existing organizational practices tend to cease at the first day. R1 observed that the first day may be followed by no follow-up. R10 also indicated that orientation effectiveness is hardly ever formally evaluated and that no organizations follow up on whether the employee settled down after joining the organization. R4 also stressed on monitoring and evaluation. This means that the inability to persist with support in the first few months of employment is among the largest flaws in current orientation practices.

The other problem that kept on reoccurring was the absence of role-specific guidance. The participants noted that the process of orientation is usually too general and does not provide employees with a deeper understanding of their real job duties. R2 mentioned that the orientation material is usually too generic and not related to the job position. R4 also noted that the employee lacks proper role-related guidance in the absence of the involvement of the managers in the process. This weakness is especially significant since general organizational information is not enough to equip employees without job-specific orientation, expectations, and guidance.

One of the significant limitations was also found to be weak supervisor support. Some of the participants indicated that orientation is ineffective when line managers are not engaged but leave everything to HR. R4 in particular reported that line managers tend not to take part in the process, whereas R9 clarified that managers tend to think that everything would be managed by HR. R5 and R8 also indicated a necessity of increased supervisor contact and assistance. These answers indicate that involvement of the supervisors is usually not evident in the current practices, despite it being imperative in assisting the new worker to know the role expectations, work culture, and the realities of the department.

The last sub-theme under this group was low cultural integration. According to the respondents, orientation is usually centered on policies and procedures but is not keen on assisting the employees to comprehend how the organizational culture works. R3 clarified that employees can be familiar with the policy manual, yet be unaware of how things are in the office. R8 further mentioned that most organizations have one generic presentation to all the employees and fail to assist them to learn the cultural and relational aspect of the workplace. This implies that existing orientation programs can deliver formal data but does not assimilate the employees into the informal social and cultural life of the company.

**Table 3**

**Theme 2: Limitations of Existing Orientation Practices in Pakistani Organizations**

<b>Sub-theme</b>	<b>Description</b>	<b>Supporting Respondents</b>
<b>Informal or weak orientation</b>	Orientation is often treated as a routine or administrative formality.	R1, R5, R7
<b>Lack of structured schedule</b>	Many organizations do not have a written or phased orientation plan.	R2, R4, R9
<b>Insufficient communication</b>	Communication is often one-way, limited, and not interactive enough.	R3, R5

<b>No follow-up after joining</b>		Orientation usually ends too early, with no review after joining.	R1, R4, R10
<b>Limited guidance</b>	<b>role-specific</b>	New employees are not given enough job-specific or departmental guidance.	R2, R4
<b>Weak support</b>	<b>supervisor</b>	Managers often do not actively support or engage in orientation.	R4, R9
<b>Poor integration</b>	<b>cultural</b>	Employees are not properly introduced to organizational culture and informal work practices.	R3, R8

### **Theme 3: Elements of a New Employee Orientation Model**

The third theme that was dominant in the interview data was the aspects of a new employee orientation model to enhance retention. Having mentioned the significance of orientation and the flaws of the existing practices, the participants were requested to tell what a more powerful and efficient orientation model should entail. They indicated a strong need of an organized, gradual, accommodative, and retention-based model instead of a short administrative induction. The participants kept on highlighting how the new model must start prior to the first day of the employee and go through the initial months of employment. Nine sub-themes were found based on the responses under this theme.

Pre-arrival communication was one of the first and the most repeated factors. Respondents thought orientation must commence before the employee gets to the organization on board. Both R1 and R2 pointed out that communication would have to be part of the new model, as the employees would feel better informed and welcomed in advance. This may involve the provision of reporting information, joining instructions, company overview, documents which are mandatory, and first day schedule. The significance of this aspect is to minimize the uncertainty prior to entry. Employees are more comfortable and ready to come to work on the first day when they are aware of what to expect. Therefore, pre-arrival communication was regarded as a necessary initial point towards a more powerful orientation model.

The necessity of the first-day formal orientation was another big sub-theme. Answering participants always said that the first day has to be prepared, friendly, and professionally handled. R5 meant that there should be an adequate introduction and the organization of the company, whereas R4 meant that the joining experience must be pleasant, systematized, and friendly. This means that the first day is symbolic and practical. It forms the initial formal perception of the organization with the employee and preconditions the future adaptation. The first-day orientation should be well designed and thus an official welcome, introduction to the organization, key departments, working norms, and administrative formalities should be planned accordingly. The need to introduce at the department level was revealed also in the responses.

The responses also showed the need for a department-level introduction. The respondents complained that general HR orientation could not suffice without department-specific guidance. R4 emphasized the role of department-level support and R7 clearly indicated that the HR orientation should be linked to the departmental orientation by a new model. Employees must also be aware of the company itself as well as the unit within which they will actually be working in. This involves reporting lines, departmental duties, communication patterns, work processes and team expectations. Lack of department level introduction was considered one of the flaws of the existing practice, so its inclusion into the new model was well justified.

Role clarity and performance expectations was another theme that was central. Participants kept repeating that employees must have a clear picture of what is expected of them, how their work will be evaluated and what the criteria they are supposed to obtain should be. The role understanding and job expectations were also identified by R1, R6 and R8 as being critical factors. In the absence of such clarity, even after joining, employees are likely to be confused and this can diminish satisfaction and confidence. Thus, the new orientation model must offer specific job descriptions, task assignments, desired results, reporting lines, and performance expectations at the initial employment level.

The participants also highlighted the necessity of policy direction. Although there were those respondents who were critical of current orientation as being too administrative, they were not opposed to policy communication. Instead, they contended that policy elucidation needed to be significant, lucid and balanced with other support factors. The R5 mentioned the explanation of the HR policy as a significant aspect of the model, and the R9 implied that employees need to be provided with a handbook or a digital guide containing the information about the company structure, policies, and channels of support. This implies that policy direction is still required, but it must be done in the manner that the employees will comprehend the workplace regulations, benefits, working parameters, leave arrangements, grieving processes, and organizational procedures.

One of the most viable sub-themes that came out was mentoring or buddy support. This was regarded by the participants as one of the most helpful additions to a new employee orientation model. R1 indicated that buddy or mentor system were to be added so that the new employee could have someone to consult with. R6 and R10 also pointed out that mentor support is a useful process. This sub-Theme indicates that employees must not rely on formal information only, but also interpersonal support of a person who is available in the organization. Newcomers can find a mentor or a buddy who can address them in practical questions, informal norms, team dynamics, and early adjustment issues that may not be taught in formal orientation programs.

Familiarization with culture was also another significant factor. Participants emphasized that new employees must be oriented not only to formal systems and policies, but also on the culture of the organization. R1 was the necessity of the familiarization of the company culture, and R8 mentioned that the orientation should allow the employees to get to know the workplace not only through the generic presentations. Familiarization of culture consists of exposure to values, norms, anticipated behaviour, style of communication, workplace ethics and the overall social environment of the organization. This was perceived as a necessity since there is a likelihood of the employees knowing the formal job requirements and yet they do not adapt when they are not aware of the cultural and relational aspect of the workplace.

One of the sub-themes in the data that was very strong was the necessity of scheduled follow-ups. Most respondents condemned the existing orientation practices due to their termination after the first day or the first week. Consequently, the new model was supposed to involve scheduled follow up in the initial employment stage. R1 proposed frequent follow-up meetings within the initial three months. According to R4, orientation is supposed to last at least the first 90 days, and R7 also requested formal review after the first three months. These answers imply that orientation is a process and not an occasion. The planned follow-up will enable the organization to detect the problems of adjustment, to give support, and to enhance the retention in the probationary period.

The last sub- theme of Theme 3 was feedback and evaluation. The respondents thought that a good orientation model would incorporate a mechanism that would help in determining whether the employee has comprehended the process properly, adjusted well and is satisfied after getting into the process. R10 was adamant on orientation assessment and employee feedback, whereas R6 proposed a timely assessment of issues to be raised by employees to the HR to address before the process of disengagement sets in. R1

also observed that it should have a feedback mechanism that would monitor whether the employee was adapting well. This indicates that the new orientation model must not just provide information and support, but also gauge whether the process is in fact effective or not. The model is systematic, accountable and can be continuously improved by means of feedback and evaluation.

**Table 4**

**Theme 3: Elements of a New Employee Orientation Model**

<b>Sub-theme</b>	<b>Description</b>	<b>Supporting Respondents</b>
<b>Pre-arrival communication</b>	Employees should receive joining details and basic information before the first day.	R1, R2
<b>First-day formal orientation</b>	The first day should include an organized and formal welcome session.	R4, R5
<b>Department-level introduction</b>	New hires should receive orientation at the departmental level as well.	R4, R7
<b>Role clarity and performance expectations</b>	Employees should clearly understand duties, standards, and performance expectations.	R1, R6, R8
<b>Policy guidance</b>	HR policies, procedures, and support channels should be clearly explained.	R5, R9
<b>Mentoring / buddy support</b>	A mentor or buddy should be assigned for practical and social guidance.	R1, R6, R10
<b>Culture familiarization</b>	New employees should be introduced to values, norms, and workplace culture.	R1, R8
<b>Scheduled follow-ups</b>	Orientation should continue through planned review meetings in early months.	R1, R4, R7
<b>Feedback and evaluation</b>	Employee feedback and orientation assessment should be included in the model.	R1, R6, R10

**Proposed New Employee Orientation Model**

Based on the interview findings, a proposed new employee orientation model is developed in this study as a phased framework designed to improve employee retention. The model is based on the idea that orientation should not be treated as a one-day event, but as a structured process beginning before joining and continuing through the early months of employment. For drafting purposes, the model is organized into four phases: pre-joining phase, entry phase, adjustment phase, and follow-up and retention phase.

The pre-joining phase begins before the employee's first day. This phase includes pre-arrival communication such as joining instructions, reporting details, required documents, organization overview, and first-day schedule. The aim of this phase is to reduce uncertainty and help the employee mentally prepare for entry into the organization.

The entry phase takes place on the first day or during the first few days of joining. It includes the formal welcome, introduction to the organization, explanation of policies and procedures, overview of departments, and basic administrative guidance. This phase is designed to create a positive first impression and provide the employee with essential organizational understanding.

The adjustment phase focuses on role-specific and social integration. In this stage, the employee receives department-level introduction, role clarity, performance expectations, team introduction, culture familiarization, and mentoring or buddy support. The purpose of this phase is to help the employee understand both the formal and informal sides of work and to begin functioning effectively in the organizational setting.

**Table 5**

**Proposed New Employee Orientation Model**

Phase	Key Activities	Purpose
<b>Pre-Joining Phase</b>	Pre-arrival communication, joining instructions, required documents, first-day schedule	To reduce uncertainty before joining
<b>Entry Phase</b>	Formal welcome, company introduction, policy explanation, administrative completion	To create a positive first impression and provide basic organizational understanding
<b>Adjustment Phase</b>	Department introduction, role clarity, performance expectations, team introduction, mentor/buddy support, culture familiarization	To support employee adjustment, connection, and early work effectiveness
<b>Follow-up and Retention Phase</b>	Scheduled check-ins, review meetings, feedback collection, evaluation of orientation experience	To monitor adjustment, solve issues early, and strengthen retention

**DISCUSSION AND CONCLUSIONS**

This study aimed at determining how employee orientation affects employee retention, the shortcomings of the current orientation practices in the Pakistani organizations and what should be included in a new employee orientation model. The analysis of the interview data showed that there were three significant themes. Such themes directly connected with the approved interview questions and were in line with the approved objectives of the study.

The initial theme, role of employee orientation in employee retention revealed that the participants considered orientation as a very critical HR process in the initial stages. The results indicated that

orientation assists in alleviating uncertainty in new employees, generates confidence, organizational belongingness, enhances role clarity, boosts satisfaction and commitment, and decreases turnover intention. The findings suggested that orientation helps reduce uncertainty among new employees, builds confidence, creates organizational belongingness, improves role clarity, increases satisfaction and commitment, and reduces early turnover intention. In the initial answers, the participants recounted orientation severally as the earliest significant contact of the employee with the organization and contended that this experience determines the adjustment of the employee either positively or the frustration that the employee grows at a tender age. In general, the results obtained within the framework of this theme indicate that orientation is not viewed as a formal ceremony but as a significant strategic instrument that can help to retain employees.

The second theme, constraints of the current orientation practices in Pakistani organizations, identified some flaws in the current orientation systems. The results revealed that orientation practices tend to be informal or weak, not well structured in terms of a schedule, do not have adequate communication, and most often they just terminate once one has joined. The findings indicated that orientation practices are often informal or weak, lack a structured schedule, suffer from insufficient communication, and usually end without follow-up after joining. Less role-specific guidance, low supervisor support, and cultural illiteracy were also cited by the participants. Overall, it is possible to note that existing practices were mostly viewed as too administrative, too brief, and not attentive enough to employee adjustment and retention. These results indicate that although organizations can undertake some kind of orientation, the process is not always structured and supported in a manner that will yield good retention-related results.

The third theme, elements of a new employee orientation model, centered on the perceptions of the participants on what ought to be incorporated in a more efficient and retention-based orientation system. The results were that the new model is supposed to start prior to the first day of the employee and go on through the initial months of the employment. The findings suggested that the new model should begin before the employee's first day and continue through the early months of employment. The big aspects that were found by the participants were pre-arrival communication, formal orientation during first day, introduction at departmental level, role definition and performance expectation, policy orientation, mentorship or buddy support, orientation to the culture, follow-ups, feedback and evaluation. This is the reason why these elements indicate that the model required is a phased, supportive and model that should help in the adjustment and not just full administrative induction.

All the findings, when put together, are in support of the overall study goal, which is to develop a new employee orientation model to aid in employee retention. The former theme dealt with the significance of orientation in terms of retention. The second theme discovered the shortcomings that warrant the improvement. The third theme offered the practical blocks of the model development. By so doing, the three themes all considered the research issue and provided a clear ground to the proposed employee orientation model developed in Chapter IV.

The former theme revealed that employee orientation was viewed as significant in minimizing uncertainty, generating confidence, enhancing role clarity, increasing belongingness and decreasing turnover intention at the beginning of employment. It aligns with the recent literature on onboarding that talks of onboarding as a significant process of integrating new members into the work environment and ensuring that they form a strong relationship with the organization, which is long-lasting. In a recent systematic review, it was established that formal onboarding practices are supposed to support organizational socialization by organizing initial experiences, particularly at a time when new professionals tend to feel stressed and confused. Similarly, the current research indicates that onboarding has a strong association with retention intentions, workplace attachment, organizational identification, and employee well-being. Such studies allow to confirm the conclusion that orientation is important as it determines how the employees perceive and experience the organization during the initial period of employment.

The socialization literature also confirms the finding that orientation lowers uncertainty and enhances role clarity. The evidence on the strategies of socialization and newcomer performance indicates that formal socialization facilitates work adaptation and job embeddedness and is associated with reduced voluntary turnover. This is one of the reasons why many of the respondents in the described data defined orientation as something that avoids confusion and provides employees with a sense of direction. On the same note, a study conducted by newcomers based in Pakistan shows that organizational socialization strategies, proactive behaviors, social capital resources, and perceived organizational support are some of the strategies that enhance strong work engagement among newcomers in Punjab. Though these studies were more of engagement than on the design of the orientation model, they also support the existing conclusion that the initial organizational experience of the newcomer has long-term effects on adjustment and retention.

The second theme, which addresses the constraints of currently used orientation practices in Pakistani organizations, is also related to the literature but it also provides a valuable layer of context. In the results, the respondents characterized the present practices of orientation as weak, administrative, unstructured, and without follow-up, role-specific guidance, supervisor involvement, and cultural integration. In the findings, participants described current orientation practices as weak, administrative, unstructured, and lacking follow-up, role-specific guidance, supervisor involvement, and cultural integration. These perceptions align with the recent study findings which established that much of the prior research on onboarding tended to overemphasize the importance of the corporate welcome sessions and underemphasized the contributions of managers and colleagues to newcomer adjustment. Similarly, onboarding reviews that are more recent note that organizations no longer require basic induction since onboarding has been reshaped due to the digital transformation, hybrid working, and the necessity to be socially and culturally integrated. In that respect, the findings are not in isolation, as they are indicative of problems, which the literature has already singled out as significant weaknesses or untapped areas of onboarding practice.

Meanwhile, the current draft findings make something contextually significant in reference to Pakistan. Local HRM research studies on Pakistan reveal that local studies on retention have primarily investigated general determinants of retention like compensation, training, work environment, job satisfaction, employee engagement, and strategic HR practices. A systematic review of employee retention in Pakistan established that the most emphasized elements of HR practices, motivation and compensation are most dominant in the banking, education, and telecom sectors. However, more current research in the BPO and education sector of Pakistan also focuses on strategic HR practices, job satisfaction, psychological empowerment, and employee engagement as applied to retention. The results in this thesis do not refute that literature; instead, they complement it by drawing attention to the newcomer stage, as well as, by viewing orientation as one of the retention-related HR mechanisms. The findings in this thesis do not contradict that literature; rather, they extend it by bringing attention to the newcomer stage and by treating orientation itself as a retention-related HR mechanism. This is one of the ways in which the Pakistani context of the current study provides something new: it turns the focus not on the broad HR systems but on the early-entry experience of the employees, which has been less directly model-building, in the local literature.

The third theme, which establishes the elements of a new employee orientation model, is also highly in agreement with the recent literature. The suggested components of the findings were pre-arrival communication, formal orientation on the first day, department-level introduction, role clarity, policy guidance, mentoring support, culture familiarization, scheduled follow-ups, and feedback and evaluation. These aspects are similar to recent onboarding studies. The onboarding process reviews currently define onboarding as multi-layered instead of one-dimensional, including administrative entry, social integration, role comprehension, learning in the workplace, and remote or hybrid onboarding plans. The latest studies in the field of learning at the workplace also underline that onboarding involves formal, informal, and self-managed learning, and the newcomers should be supported not only in meeting the policies but also in

understanding the assignments and establishing a social contact. This justifies the present draft conclusion that a good orientation model should be gradual and integrated as opposed to documentation and presentation slides.

The special inclusion of mentoring, attachment, and follow-up into the new model is also supported in the literature. In the recent literature, it has been found that the onboarding and retention intentions are mediated by workplace attachment and supervisor support and that interpersonal ties and involvement enhance the relationship between the onboarding and the retention of talent. In the same vein, the findings of the study onboarding and workplace well-being indicate that onboarding influences the turnover intention based on organizational identification and employee well-being. These researches offer a solid theoretical and empirical foundation to the observation that mentoring support, follow-up meetings, and feedback mechanisms are the key elements in a retention-based orientation model. That is, the new model suggested in this thesis is a reaction to the literature, as it views orientation as an on-going process of adjustment and not a single event.

Another addition to the previous draft findings is the response of the proposed model to the gaps that were previously established in the thesis. Chapter II demonstrated that literature, particularly in Pakistan, has not gone far enough to formulate a context-specific employee orientation model that targets employee retention directly. The given model fills this gap by converting both the literature and participant-based knowledge into a step-by-step framework: a pre-joining phase, an entry stage, an adjustment stage, and a follow-up and retention stage. Every step is associated with an applied need observed in the results. Uncertainty is dealt with through pre-arrival communication. Formal entry activities deal with the initial impressions and policy awareness. Adjustment activities are to deal with role comprehension, departmental support, and cultural assimilation. Retention and follow-up activities also deal with the generally cited failure of orientation without continuation. This gradual design is thus directly in response to the conceptual gap in the literature and practical gap as identified by the respondents in the results.

The study concludes that employee orientation is a strategic human resource process and not an administrative routine exercise. The preliminary results indicate that the orientation helps in retention through a decrease in the state of uncertainty, developing confidence, developing role clarity, enhancing organizational belongingness, and decreasing intentions to turnover early. Such findings coincide with the latest onboarding studies providing evidence that structured onboarding facilitates socialization, workplace attachment, organizational identification, well-being, and retention intentions.

The research also finds that a good number of the current orientation practices are not sufficient in ensuring high retention results. The existing practices in the draft findings were perceived as weak, informal and not structured enough, with no follow-up, role specific guidance, supervisor support and cultural integration. This finding is correlated with recent works that indicate that research and practice of onboarding have shifted past the formalities of entry and come to focus more on social support, workplace learning, and gradual adjustment procedures. The data indicate that with the orientation being too limited and compliance-driven, organizations fail to seize the chance of impacting the poor adjustment in the early phases and the long-lasting attachment.

One of the concluding findings of the research is that a better orientation model in Pakistani organizations would be a phased, supportive, as well as retention-driven one. The draft model suggested thus encompasses a pre-joining phase, entry phase, adjustment phase and follow-up and retention phase. This structure is also a response to the repeated issues identified in the findings and to the larger literature, which emphasizes the need to offer early support, attachment, socialization, and further onboarding investment. To conclude, the research determines that the optimal way to enhance the employee retention in Pakistani organizations is to

have a better and more organized employee orientation model that is not limited to the first day of employment but goes further into the initial months of the employment.

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