Talking about How to Improve the Work Adaptability of New Employees

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Abstract. The severe economic situation at home and abroad and the fierce competition for talents in enterprises make the new employees' work adaptation problems appear particularly prominent. New employee's job adaptation is a process of dynamic development. Based on the summary of relevant theories of job adaptation, this paper analyzes the process of new employee's job adaptation, and finally puts forward some countermeasures to improve the new employee's job adaptation level.

Keywords: New employees, Working adaptation, Adaptive behavior.

1. Introduction

In the era of knowledge economy, information technology changes with each passing day and organizational environment changes rapidly, talents have become important resources for enterprises to obtain core competitive advantages. How to speed up the new employees' work adaptation and retain the talents needed by the enterprise to give full play to their potential has become a key issue related to the long-term development of the enterprise.

Under the severe situation of the current economic crisis, the new employee's job adaptation problem is more prominent. On the one hand, due to the serious oversupply in the talent market, many people only consider the needs of the market when choosing a job, but ignore their own interests and advantages. The new working environment and new skill requirements make it difficult for new employees to adapt to work. Some new employees have too high expectations for work. Their attitude and psychological deviation make them slapstick to work, and they will not adopt proactive behaviors to adapt to work. On the other hand, for an enterprise, understanding the job adaptability of new employees and enabling them to grasp the work and integrate into the organization as soon as possible can not only reduce the management cost, but also improve the value of human capital and management efficiency. In the field of human resources in China, there has been a lack of attention to the work adaptation of new employees. This paper discusses the work adaptability of new employees.

2. Connotation of Work Adaptation

Work adaptation is a concept involving a wide range and two-way interaction. Based on different research fields and perspectives, scholars at home and abroad have different definitions of work adaptation. Dawis and Lofquist (1984) believed that work adaptation is a process of interaction between individuals and the environment to meet each other's needs[1]. Individuals need to learn new skills and behaviors to gradually meet the requirements of the work environment and meet the needs of the position, and the work environment must also give individuals appropriate occupational reinforcer to meet their needs and values. Hershenson (1978) believes that job adaptation is the result of the interaction between three subsystems of an individual (job personality, job ability and job objective) and three subsystems of the work environment (organizational culture and behavioral expectations, job needs and skill requirements, remuneration and possible opportunities). This paper holds that work adaptation is essentially a process in which individuals interact with the work environment to meet individual needs, adjust their expectations and behaviors, meet their work needs and integrate into the organization.

There are many aspects of job adaptation. Morrison (1993) divides work adaptation into four aspects: job mastery, clear role, cultural adaptation and social integration[2]. Chao believe that job

adaptability includes six dimensions: job proficiency, human aspects, politics, intra-organizational language, organizational goals and value orientation, and organizational history. This is all about extending work fit to the organizational level in a broad sense. Hershenson (1978) elaborated the content of job adaptation from the perspective of system and development, that is, job role behavior, task performance and worker satisfaction[3].

3. The Process of New Employees' Work Adaptation

The first six months after new employees enter the organization are the critical period for their organizational commitment, organizational identity, job satisfaction and turnover intention. In this stage, new employees interact with the work environment, and the organization meets the needs of new employees to a certain extent. More importantly, new employees adjust their expectations and behaviors, meet the work needs and integrate into the organization.

3.1 Adaptation Requirements for New Employees and Work

According to the adaptive perspective, the new employee and the work environment need to meet each other's needs and achieve consistency. First, the ability of new employees and work needs consistent. The abilities of new employees include: work personality, including self-concept, interest, work motivation and values that reflect the personality traits of new employees; Work skills, including work habits, physical, psychological and interpersonal skills at work. Job requirements include behavioral expectations and skill requirements. Second, the new employee needs and work to provide consistent. New employee needs refer to the new employee's work objectives, including work objectives, the value and satisfaction to be obtained in the work. Job offers include compensation and opportunities available to employees.

3.2 Specific Content of New Employees' Adaptation to Work

When new employees enter the new work environment, their work adaptation includes many aspects: first, role behavior, that is, they can make appropriate behaviors according to their positions in the work, which is related to the new employees' work personality and work behavior expectations. Second, task performance and the job completion level of new employees are related to their work ability and skills. Third, the new employee's satisfaction, that is, the satisfaction obtained from the work, is related to the new employee's work objectives and opportunities and remuneration provided by the work.

3.3 Dynamic Process Evaluation of New Employees' Work Adaptation

The process of new employees' work adaptation is a dynamic development, so it is necessary to constantly evaluate the adaptation status of new employees. External satisfaction (job satisfaction to employees) should be evaluated on the adaptive status of role behavior and task performance. If unsatisfied, new employees should adjust their behaviors, which will affect their work personality and work ability. The organization makes appropriate behavior adjustments to affect the behavior expectations and skill requirements of employees. Evaluate employees' internal satisfaction (employees' satisfaction with work). If they are not satisfied, new employees will adjust their behaviors to affect their own work objectives. It is the organization that makes behavioral adjustments that affect the rewards and opportunities offered by the work. Through regular evaluation and detection, the two parties can continuously adjust their own behaviors and positively influence each other to finally achieve a better adaptive state, and continue to change and reach a new adaptive state with the change of time and environment.

4. Measures to Improve the Adaptability of New Employees

To improve the work adaptability of new employees, it is not only necessary for new employees to actively adapt to the new work environment and work requirements, but also for enterprises to take

corresponding strategies to help and guide employees, and to meet the reasonable needs of employees to the greatest extent. Therefore, the countermeasures to improve the work adaptability of new employees mainly include two aspects: new employees take the initiative to adapt, the enterprise guides and helps employees to adapt.

4.1 Employees' Initiative Adaptation Strategy

(1)Work related information collection. New employees' adaptation to work is firstly information collection behavior, which refers to the process of new employees' collection and acquisition of work and organization related information, so as to reduce uncertainty and build awareness of new work. The types of information collected can be classified according to organizational characteristics, work tasks and role expectations, including guiding information, social information, feedback information, technical information and standardized information related to desired behaviors and attitudes of organizations. New employees should pay attention to task related information, search for technical information and performance feedback information has a positive impact on task mastery, search for performance information has a positive impact on role behavior. New employees can obtain relevant information from colleagues, supervisors, leaders, written materials and observations.

(2)Self-behavior management. Self-behavioral management means that new employees improve their personal performance and learning outcomes by controlling and adjusting their behavior. One is to observe imitation. New employees should consult with experienced colleagues around them to learn their rich experience. Through this spontaneous behavior, new employees are able to learn and master work-related knowledge and skills to achieve self-promotion. The second is a positive concept. New employees consciously control their thoughts on various situations, increase their sense of self-efficacy, help reduce stress, improve creativity and work efficiency. This is a kind of emotional self-management, a self-adjustment. Self-behavioral management helps reduce the early anxiety of new employees and improves their work skills, which in turn increases productivity.

(3)Relationship building. Good relationship building is an effective way to help new employees avoid interpersonal isolation. On the job, new employees should cooperate and communicate with other employees, and also communicate with other employees in various ways after work. Relationships with superiors affect job performance, and relationships with colleagues affect job satisfaction. The social communication behavior generated by the establishment of interpersonal relationship is conducive to the new employees to understand the relevant policies and systems of the organization, clarify their roles, integrate into the new work team, get support from colleagues and superiors, reduce the pressure in the early stage of entry, and thus accelerate the process of adapting to work.

4.2 Enterprise Management Strategy

(1)Deliver effective information about the work. New employees are often in a state of insufficient information at the beginning of work. Internal personnel, such as leaders and colleagues, may ignore the information needs of new employees and provide information that helps to adjust. For example, new employees are often confused about new jobs and don't know where to start. Therefore, the enterprise should convey the true and effective information about the work to the new employees, including the company's rules and regulations, the company's operation procedures, organizational structure, work responsibilities, etc., which can be achieved through the company's meetings, work manuals, company websites, etc. The acquisition of effective information can help new employees reduce uncertainty, clarify work tasks and recognize their own roles.

(2)Establish a differentiated pre-job training system. Pre-job training is one of the most effective and highly accepted training activities in enterprises. One of the key issues is to provide differentiated training for the different needs of new employees. For example, different training programs should be adopted for new employees who are employed for the first time and those who have had work experience. Before the training, it is necessary to grasp the characteristics, advantages and disadvantages of each new employee, understand their needs, focus on the training program, and timely listen to their opinions and Suggestions on the training. Finally, it is necessary to assess the

pre-job training, and analyze the deficiencies of new employees for retraining or learning. This way, all new employees can be systematically guided to understand the enterprise and their roles and tasks, while meeting the special needs of different employees.

(3)Establish an internal staff guidance and assistance system. In the process of adapting new employees to work, the people inside the company play an important role. Companies can design and guide in two ways. The first is to establish a "mentor" system. Guided new employees in a comprehensive and step-by-step manner by experienced and experienced employees. The instructor should choose an employee who has a high theoretical level and business ability, is familiar with the department's work processes and specifications, and has certain influence among employees. The specific method may be grouping a designated tutor or establishing a tutor relationship by voluntary contact communication. The second is to establish a "mutual assistance" system for colleagues. That is, companies should strive to create an atmosphere of knowledge sharing within the enterprise. Through communication, communication and sharing of experiences among colleagues, new employees can get more information about the company and work and establish good interpersonal relationships.

(4)Provide a good working environment. The employees of modern enterprises pay attention to sustainable growth and independent development. Many new employees can't adapt to new jobs because the hard environment and soft environment of new work can't meet their own needs. Companies must take steps to change the hardware facilities of their work, creating and maintaining a work environment where freedom and collaboration coexist, learn and innovate in a fair, equitable and efficient manner. Specific content includes: providing modern office equipment and comfortable working space, creating convenient learning conditions and good communication mechanisms, and establishing a harmonious work team. In this way, new employees can identify with the work at the beginning of the work, and are willing to stay in the enterprise to adapt to the work and achieve results.

(5)Adopt an incentive compensation system. At the beginning of the work, the rewards of new employees often fail to meet the expectations of new employees. The compensation system should not only focus on quantitative management, but also adopt flexible management methods, such as closely related to the short-term work performance of new employees, so that new employees can realize the impact of their work performance on salary, and cannot simply consider individual work. Performance can be carried out under the assessment of team performance to guide employees to have full trust and mutual assistance within the team or department. Appropriate incentives should also be used to give certain material and spiritual rewards based on performance. This not only satisfies the expectations of employees' work goals, but also guides employees to take more active adaptation behaviors and improve their work skills.

(6)Reasonable career planning. New employees need jobs that enable them to develop their professional skills and realize their self-worth. When new employees' personal goals exceed the opportunities to realize the enterprise's development goals, they will not adapt to the current job and tend to leave. To achieve consistency between personal goals and the opportunities offered by the job, the company negotiates with the new employee and agrees on both goals. According to the new employees' work objectives, provide autonomous and challenging work, provide training and education, and provide dual-track or multi-track career development ladder, so as to shorten the gap between the ideal and reality of new employees, improve their job satisfaction and organizational commitment.

References

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