

Chapter 8

Socializing, Orienting and Developing Employees



Introduction

- Ideally, **employees who understand and accept the organization's** ways will be able to attain their own goals.
- HR helps employees become **well-adjusted and productive** through **socialization, orientation, and development** programs.

In other words, they're hired – now what?



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The Insider-Outsider Passage

Socialization, or "onboarding" is a process of **adaptation to a new work role**

- adjustments must be made whenever individuals change jobs
- the most profound adjustment occurs when an individual first enters an organization, *i.e., outside to inside*



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The Insider-Outsider Passage

The Assumptions of Employee Socialization

- 1 socialization strongly influences **employee performance and organizational stability**
- 2 new members **suffer anxiety**
- 3 socialization does not occur in a vacuum
- 4 individuals adjust to new situations in similar ways



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The Insider-Outsider Passage

The Socialization Process

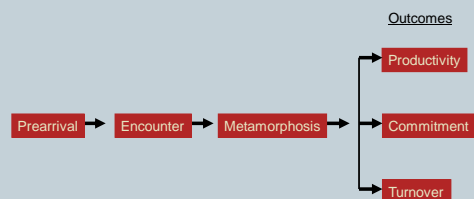
- **Prearrival** Individuals arrive with a **set of values, attitudes, and expectations developed from previous experience** and the selection process.
- **Encounter** Individuals discover **how well their expectations match realities within the organization**. Where differences exist, socialization occurs to match the employee with the organization's standards.
- **Metamorphosis** Individuals have adapted to the organization, feel accepted, and know what is expected of them.



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The Insider-Outsider Passage

The Socialization Process



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The Purpose of New-Employee Orientation

Orientation

- Activities that **introduce new employees** to the **organization** and their **work units**.
- may be done by **supervisor**, **HR** staff, computer-based programs, or some combination
- can be formal or informal, depending on the **organization's size**
- teaches the organization's culture, or system of shared meaning

*Socialized employees know **how things are done**, **what matters**, and **which behaviors and perspectives are acceptable***

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Employee Handbook

HR's permanent reference guide:
the employee handbook.

- a central source for teaching employees company mission history, policies, benefits, culture
- employers must watch wording and include a disclaimer to avoid implied contracts

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The Purpose of New-Employee Orientation

Top management is often visible during the new employee orientation process.

CEOs can

1. welcome employees
2. provide **a vision** for the company
3. introduce company culture
4. convey that the company cares about employees
5. calms some new employee anxieties

HR has a dual role in orientation.

Coordinating Role: HRM instructs new employees when and where to report; provides information about benefits choices.

Participant Role: HRM offers its assistance for **future employee needs** (career guidance, training, etc.).

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Employee Training

➤ **Employee training** is **now-oriented** and focuses

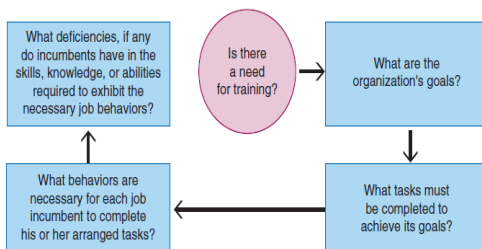
- on individuals' **current jobs**.
- designed to achieve a relatively permanent change in an individual that will improve his or her performance
- training goals should be tangible, verifiable, timely, and measurable
- training is either **on-the-job** or **off-the-job**

➤ **Employee development** is **future-oriented** and focuses on employee personal growth.

- helps employees to understand **cause and effect** relationships, learn from experience, visualize relationships, think logically.
- not only for top management candidates; all employees benefit

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Determining training needs



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Employee Training

➤ On-the-job training methods

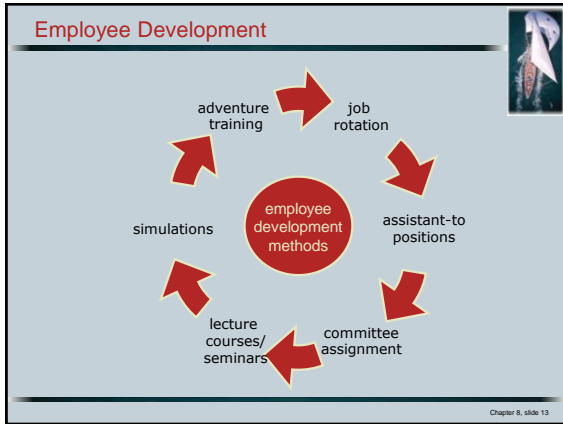
- Job Rotation
- Understudy Assignments

➤ Off-the-job training methods

- Classroom lectures
- Films and videos
- Simulation exercises
- Vestibule/outdoor training



Fundamentals of Human Resource Management 8e, DeCenzo and Robbins



Employee Development

job rotation

moving employees to various positions in the organization to expand their skills, knowledge, and abilities

assistant-to positions

employees with potential can work under and be coached by successful managers e.g. Working as staff assistants, or in some cases, serving on special boards, these individuals perform many duties under the watchful eye of a supportive coach

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Employee Development

committee assignment

provide opportunities for decision-making, learning by watching others, and investigating specific organizational problems

lecture courses/seminars

benefit from today's technology and are often offered in a distance learning format

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Employee Development

simulations

- Any artificial environment that attempts to closely mirror an actual condition.
- Include case studies, decision games, and role plays - and are intended to improve decision-making

adventure training

typically involves challenges that teach trainees the importance of teamwork

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Organization Development

Two metaphors clarify the change process.

- **calm waters**: unfreezing the status quo, change to a new state, and refreezing to ensure that the change is permanent
- **white-water rapids**: recognizes today's business environment, which is **less stable and not as predictable**

Fundamentals of Human Resource Management,

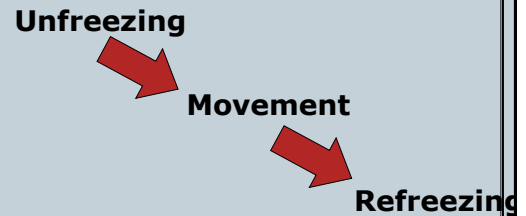
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- The prevailing model for handling change in calm waters is best illustrated in Kurt **Lewin's** three-step description of the change process.
- Kurt **Lewin's** change process assumes that the **organization operates in a stable environment**. When change is necessary.

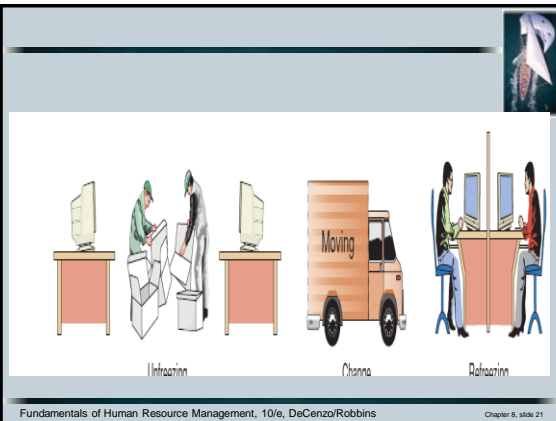
Fundamentals of Human Resource Management

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Lewin's Change Model (3-Stages)



Cummings & Worley, 8e



Fundamentals of Human Resource Management, 10/e, DeCenzo/Robbins

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Stages of Lewin's Model

- Unfreezing:** the process of getting people to accept that change is **inevitable**.
Stop doing certain things (ineffective policy, practice or behavior) that **resist change**.
- Moving:** getting people to **accept the new desired state** (new policies & practices).
- Refreezing:** making the new practices and behaviors as **permanent part of operations**

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Organization Development

Organizational development **facilitates long-term organization-wide changes**.

OD techniques include:

1. **survey feedback** gets workers' attitudes/perceptions on the change
2. **process consultation** gets outside experts to help ease OD efforts
3. **team building** strives for cohesion in a work group
4. **intergroup development** achieves cohesion among *different* work groups

change can be stressful for employees

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Organization Development

A **learning organization** values continued learning and believes a competitive advantage can be gained from it.

Characterized by

- a capacity to continuously adapt
- employees continually acquiring and sharing new knowledge
- collaboration across functional specialties
- supporting teams, leadership, and culture

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Evaluating Training and Development Effectiveness



Evaluating Training Programs

- typically, **employee and manager opinions** are used,
 - these opinions or reactions are **not necessarily valid measures**
 - influenced by things like difficulty, entertainment value or personality of **the instructor**
- **performance-based measures** (benefits gained) are better indicators of training's cost-effectiveness

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Evaluating Training and Development Effectiveness



How can **HR** evaluate training method results when measures aren't easy to calculate?

Level 1
What was reaction to training?

Level 2
What was learned?

Level 3
Did training change behavior?

Level 4
Did training benefit employer?

Through Kirkpatrick's model:
Kirkpatrick's model
Evaluates the benefits of training for skills that are hard to quantify, such as attitudes and behaviors

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Evaluating Training and Development Effectiveness



HR can also use **performance-based** evaluation measures.

- **post-training method**: employees' on-the-job performance is assessed after training
- **pre-post-training method**: employee's job performance is assessed both before and after training, to determine whether a change has taken place
- **pre-post-training w/control group**: compares results of instructed group to non-instructed group

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