Impact Methods for New Employees' Integration

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Abstract: *The article discusses the importance of integrating human beings into a collective group from an early age, the impact factors and the role of the employer to integrate a new employee, so that there is productivity and winnings on both parties. Everything begins in childhood, when the family is the decisive factor regarding the child's social integration. Afterwards, during adolescence, the family remains the main educational agent that conveys to the youth the society's fundamental ideas, values and concepts. Finally, the teenager matures, and s/he must be given all the resources needed to be able to integrate into the workplace, to obtain favourable outcomes in terms of labour productivity. This is where the HR department intervenes. The Human Resources department plays a key role in professional employee integration because HR is a strategic partner of the company's leadership, a link of collaboration between employee and employer; therefore, responsible for the integration of new employees. One of the most important factors in a company with a high productivity goal is the relationship between people. The way in which people's relationships unfold in one way or other rests on the efficiency of the company and on the labour productivity.*

Keywords: *integration, work group, new employees, organisation, company, efficiency*

1. Introduction

Whether it is about new friends or the first few days at a new job, it takes a period of accommodation to reach integration into an already formed group. A social group that does not accept an individual as part of the group can change the course of his/her life in such a radical and subtle way that s/he gets to question what is wrong with him/her and his/her actions. The opposite reaction occurs when a totally wrong group for an individual accepts him/her as part of it and changes him/her without they even realising it.

The family is the primary factor in the development and socialisation of the child, as a fundamental framework within which its psychological and social needs are satisfied. Primary socialisation is realised during childhood, which represents precisely this process of transformation of children into real human social beings, by learning the basic values, by training and language, a process with a deeply affective character, unlike the other forms of socialisation, secondary and continuous.

Relationships between people depend to a large extent on the integration into a team and on the methods and efforts that a company makes to facilitate all the resources needed for these relationships to bring productivity.

A company must invest in its resources. It must provide new employees with all the necessary tools, so that integration is beneficial for both sides. Whether it is training, online integration platforms, team buildings or parties, all of them aim to create a perfect and long-lasting integration of the employee.

2. Relations between co-workers

Miuț M. (1981) points out that the relations between the members of a collective group are carried out on two levels: one regarding the relationships between the members of the collective and the other regarding the vertical relationships between the leaders and the ones

that are being led. The lack of collaboration in the group leads to negative results, but the good collaboration between the members ensures the fulfilment of the tasks at the level established by the management.

Conflicts between generations can take many forms, often extremely troublesome and very difficult to solve. When older people are leading, they often tend to keep vacant leadership positions for people of the same generation to the detriment of other, more competent people but of younger generations. If people of younger generations are leading, they will do the same. These situations lead to worse results in terms of labour productivity.

3. The mission of the Human Resources Department

The role of a professional HR department is to help the organisation evolve, solve conflicts, show skirmishes, and contribute to their elimination. HR is a strategic partner of the company's leadership. It is equidistant, a link of the collaboration between the employee and the employer. The active and effective listening through which it is understood that what the company and the employee want is the right way to increase the level of trust. HR is an important part of the building and then implementing company strategies. The company's mission is in line with the employee's needs and company's business needs. By developing strategies, the employee can help change the organisation so that it better adapts to the environment in which it operates.

A well-prepared integration program has the following advantages:
- reduces staff fluctuations;
- provides the new employees with all the necessary information, facilitating the adaptation process;
- softens the overcoming of the first contact with the company, which often generates disappointments;

- represents an organised and natural introduction to the society's traditions and values;
- provides a good understanding of the company's communication system;
- increases work performance.

The integration period of an employee may take between several months to a year. During this time, it is recommended that the HR department staff organises meetings with the new employee at intervals of 3 and/or 6 months and one year after hiring him/her to note how s/he has integrated in the activities and the collective group. All of this has the role to determine to what extent the new employee has integrated into the workplace and whether his or her employment will be completed or not.

4. Research

The research methods I will use are analysis, interview, and questionnaire. In order to achieve my goal in this research, I will analyse the classical integration methods and use the interview as a method of validating the results. In the second part I will present and analyse the C.OnBoard platform and for validation I will apply a questionnaire.

In order to figure out the perfect recipe for integrating new employees, I have decided to look at the integration methods used by Continental AG.

In the first part, I will analyse the classic integration methods used by Continental AG: "induction days", team buildings, end-of-the-year parties. To support my ideas and to see through the eye of who organises all these activities, I will have an interview with the HR specialist, Anca Daescu.

Examples of interview questions:

1: What are the classic methods of integrating employees into Continental AG?
2: How long do the induction days take?
3: How many team buildings are organised per year for each employee?
4: What percent do you think the HR department should contribute to integrating new employees?

In the second part, I will analyse a special platform created by Continental AG for new employees. This platform is called C.OnBoard and is a mandatory online course for all those who are new to the company, in order to present them a tour of all departments, but also to let them know about all the benefits, evaluation processes and more.

C.OnBoard platform analysis:

This eLearning program is designed to provide new employees with fundamental information to support their successful start with Continental AG. It will help them getting to know the new company - its strategy and structure as well as its culture.

As a high-quality eLearning program, C.OnBoard provides new employees with relevant information about the company. With animated learning scenarios, it focuses on an entertaining and easy way of gaining knowledge and facilitates a smooth start at Continental AG.

Upon the login to the platform, the new employee will have three months to work through all the modules on a flexible basis. S/he can enter and leave the modules and the platform whenever s/he likes. When leaving and re-entering a module, the content will be saved automatically and start from where s/he has stopped it. Once a module is completed, the icon of the module will become grey. This way s/he can see on the menu which modules s/he has already completed. The eLearning program is mandatory for all white-collar employees (excluding Executives and Senior Executives).

C.OnBoard consists of 20 modules, each between 10 to 20 minutes long. The overall time effort is ~4-5 hours. The eLearning modules of C.OnBoard are available in English and in English with Chinese, German, Portuguese, Romanian, Spanish and French screen texts and subtitles and in English with Japanese subtitles.

In order to see how effective this platform is and how it can be improved, I will run an internal feedback questionnaire within the company.

Example of questionnaire questions:

1: Was the content of the C.OnBoard easy to understand?
2: Was the time spent to complete the online course enough?
3: Was the content beneficial?
4: Overall, are you happy with the C.OnBoard platform?

5. Results

Based on the analysis of the two methods, I will conduct a case study that will present my results and my proposal.

6. Conclusions

The more the Human Resources department is involved in the building of company strategy, the greater the organisation's ability to anticipate and respond to the needs of employees and customers will be, and consequently, the easier it will maintain its competitive advantage. But in order to maintain this advantage, companies need to have reliable employees, professionals in the true sense of the word, eliminating any trace of distrust, frustration and social isolation created among the group of employees. That is why they have to be briefed with all the necessary information ever since employment.

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