

Socialization, frequently called “**onboarding**,” refers to the process of helping employees adapt to a new job and new organizational culture.

For instance, when you begin a new job, accept a lateral transfer, or are promoted, you must make adjustments. You adapt to a new environment that includes different work activities, a new boss, a different and most likely diverse group of coworkers, and probably a unique set of standards for what constitutes successful performance—the most profound adjustment occurs when one makes the first move into an organization: the move from being an outsider to being an insider.

Assumptions of Employee Socialization

Socialization Strongly Influences Employee Performance and Organizational Stability

Your work performance depends to a considerable degree on knowing what you should or should not do. Understanding the right way to do a job indicates proper socialization. Furthermore, appraisal of your performance includes how well you fit into the organization. Organizational Stability Also Increases through Socialization

New Members Suffer from Anxiety

The outsider–insider passage produces anxiety. Stress is high because the new member feels a lack of identification—if not with the work itself, certainly with a new supervisor, new coworkers, a new work location, and new rules and regulations.

The new member is usually anxious about the new role but motivated to learn the ropes and rapidly become an accepted member of the organization.

Socialization Needs to be Consistent with Culture

Socialization is influenced by both subtle and not so subtle statements and behaviors offered by colleagues, management, employees, clients, and other people with whom new members come in contact. Employers need to make sure the new employee’s experience is consistent with the culture or “employment brand” that was promoted in the recruiting process.

Individuals Adjust to New Situations in Remarkably Similar Ways

Information obtained during recruitment and selection is always incomplete and can be distorted. New employees, therefore, must clarify their understanding of their role once they are on the job. Adjustments take time—every new member goes through a settling-in period that tends to follow a relatively standard pattern.

The Socialization Process

Preadvival 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 imbue the employee with the organization's standards.

Metamorphosis Individuals have adapted to the organization, feel accepted, and know what is expected of them.

Consequently, successful metamorphosis should have a positive effect on new employees' productivity, the employee's commitment to the organization, and should reduce the likelihood that the employee will leave the organization any time soon.

The Purpose of New-Employee Orientation

New-employee **orientation** covers the activities involved in introducing a new employee to the organization and to the individuals in his or her work unit.

Who is responsible for orienting the new employee? This can be done by the new employee's supervisor, by the people in HR, through computer-based programs, or by some combination of methods. Of course, the new employee's orientation may not be formal at all, depending on the organization's size.

The CEO's Role in Orientation

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

HRM's Role in Orientation

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.).

Employee Training

Employee training is **now-oriented**.

*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

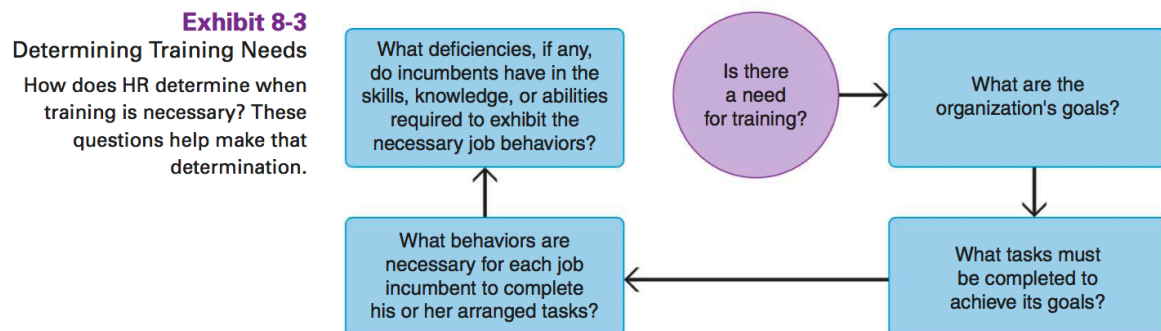
Employee development is **future-oriented**.

•helps employees to understand cause and effect relationships, learn from experience, visualize relationships, think logically.

•not only for top management candidates; all employees benefit

Determining Training Needs

Determining training needs typically involves generating answers to several questions



these types of questions demonstrate the close link between employment planning and determining training needs. Based on our determination of the organization's needs, the work to be done, and the skills necessary to complete this work, our training programs should follow naturally. Once we identify where deficiencies lie, we have a grasp of the extent and nature of our training needs.

Training Methods

On-the-Job Training Methods

On-the-Job Training (OJT) is probably the oldest and most frequently used type of training. If you think back to your first job, you were probably trained on-the-job. It can be quite informal and involves the trainee working alongside more experienced employees or trainers in the actual work environment.

Job Rotation has long been considered a valuable tool to increase employee motivation. Job rotation involves lateral transfers that allow employees to work at different jobs and provides exposure to a variety of tasks.

Apprenticeships are frequently used to combine classroom instruction in combination with working alongside a seasoned veteran, coach, or mentor.

Internships are opportunities for students in higher education to utilize their instruction and training in a chosen profession as part of their education.

Off-the-Job Training Methods

Classroom Lectures, many organizations use classroom instruction along with other methods to provide a great deal of information in a limited timeframe.

Multimedia Learning, can demonstrate technical skills not easily presented by other training methods. This may include videos, simulations, and games that are offered on-site or online.

Simulations involve learning a job by actually performing the work (or its simulation). Simulation methods may include case analyses, experiential exercises, computer simulations, virtual reality, role playing, and group interaction.

Vestibule Training, is used to deliver training for a variety of jobs from astronauts to cashiers, manufacturing machine operators, and bank tellers.

HRM needs to determine which training methods are the most appropriate for the skills needed and the employees.

Employee Development Methods

Job Rotation is used in employee development as well as training. Job rotation can be either horizontal or vertical. Job rotation represents an excellent method for broadening an individual's exposure to company operations and for turning a specialist into a generalist.

Assistant-To Positions Employees with demonstrated potential sometimes work under a seasoned and successful manager, often in different areas of the organization. In doing so, these employees experience a wide variety of management activities and are groomed for assuming the duties of the next higher level.

Committee Assignment can allow the employee to share in decision making, to learn by watching others, and to investigate specific organizational problems.

Lecture Courses and Seminars Many organizations offer incentives for employees to take college classes. Incentives can include increased potential for promotion, tuition reimbursement, or both. Either way, employees are taking the responsibility to advance their skills, knowledge, and abilities in an effort to enhance their value to their current or future employer.

Simulations include case studies, decision games, and role plays - and are intended to improve decision-making.

Adventure Training A recent trend in employee development has been the use of adventure (sometimes referred to as outdoor, wilderness, or survival) training. The purpose of such training is to see how employees react to the difficulties that nature presents to them.

Organization Development

OD has taken on a renewed importance today. Whether brought about by globalization, challenging economic times, mergers, or continuous-improvement goals, many organizations have drastically changed the way they do business.

No matter what role OD takes in an organization, it requires facilitation by an individual well versed in organization dynamics. In HRM terms, we call this person a

change agent. Change agents are responsible for fostering the environment in which change can occur and working with the affected employees to help them adapt to the change.

Change Is a Popular Topic

Two metaphors clarify the change process.

The Calm Waters Metaphor According to Lewin, successful change requires unfreezing the status quo, changing to a new state, and refreezing the new change to make it permanent. The status quo can be considered an equilibrium state.

The White-Water Rapids Metaphor This metaphor takes into consideration the fact that environments are both uncertain and dynamic. The white-water metaphor seems to be more applicable all the time, as environmental factors such as technology, the worldwide economy, consumer tastes and preferences change rapidly.

OD Methods

Organization Development Organization 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

The Learning Organization

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

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

*Divide the benefit of the training by the cost of the training to determine ROI

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

Through Kirkpatrick's model:

Level one measures the reactions of the participants toward the training and answers questions about whether the participants liked the training; felt they achieved their learning goals; how much they liked the trainers; and any suggestions they have for improving the training.

Level two measures how much the participants learned. This could be accomplished by pre- and post-testing the participants or by evaluating the participants against a control group that has not been trained.

Level three measures whether the training actually changes the employee's behavior when he or she returns to the job. This might be evaluated by the participants, supervisors, or trainer.

Level four measures whether the training benefited the employer or not. This could be done by determining ROI as we have above, or by evaluating a behavior against another standard, such as a benchmark.

Performance-Based Evaluation Measures

We'll explore three popular methods of evaluating training programs.

Post-Training Performance Method Participants' performance is measured after attending a training program to determine if behavioral changes have been made.

Pre-Post-Training Performance Method each participant is evaluated prior to training and rated on actual job performance. In contrast to the post-training performance method, the pre-post-training performance method deals directly with job behavior.

Pre-Post-Training Performance with Control Group Method This approach attempts to correct for factors, other than the instruction program, that influence job performance.

International Training and Development Issues

Important components of international human resource management include both cross-cultural training and a clear understanding of the overseas assignment as part of a manager's development.

Cross-Cultural Training

Cross-cultural training is necessary for expatriate managers and their families before, during, and after foreign assignments.

Development

The current global business environment makes the overseas assignment a vital component in developing top-level executives.

Summary

- 1. Define *socialization*.** Socialization is a process of adaptation. Organization-entry socialization refers to the adaptation that takes place when an individual passes from outside the organization to the role of an inside member.
- 2. Identify the three stages of employee socialization.** The three stages of employee socialization are the prearrival, the encounter, and the metamorphosis stages.
- 3. Identify the key personnel involved in orientation.** The key people in orientation are the CEO and HRM representatives. The CEO welcomes the new employees, reaffirms their choice of joining the company, and discusses the organization's goals and objectives while conveying information about the organization's culture. Each function in HRM has a specific role in orientation to discuss what employee services they can offer in the future.
- 4. Describe the purpose of the employee handbook and explain what information should be included in the handbook.** Handbooks serve as a source of information about company culture, policies, rules, and benefits.
- 5. Explain why employee training is important.** Employee training has become increasingly important as jobs have become more sophisticated and influenced by technological and corporate changes.
- 6. Define *training*.** Training is a learning experience that seeks a relatively permanent change in individuals that will improve their ability to perform on the job.
- 7. Describe how training needs evolve.** An organization's training needs will evolve by seeking answers to these questions: (a) What are the organization's goals? (b) What tasks must be completed to achieve these goals? (c) What behaviors are necessary for each job incumbent to

complete his or her assigned tasks? and (d) What deficiencies, if any, do incumbents have in the skills, knowledge, or attitudes required to perform the necessary behaviors?

8. Discuss the term *organizational development* and the role of the change agent. Organization development is the process of effecting change in the organization. This change is facilitated through the efforts of a change agent.
9. Explain the term *learning organization*. A learning organization continuously adapts and changes because all members take an active role in identifying and resolving work-related issues. In a learning organization, employees practice knowledge management by continually acquiring and sharing new knowledge, which they willingly apply.
10. Describe the methods and criteria involved in evaluating training programs. Training programs can be evaluated by post-training performance, pre–post- training performance, or pre–post-training performance with control group methods. The evaluation focuses on trainee reaction, what learning took place, and how appropriate the training was to the job.
11. Explain issues critical to international training and development. International issues in training and development include cross-cultural training, language training, and economic-issues training.