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THE PROCEEDINGS OF ADAPTATION PROCESS IN THE COMPANY

Abstract

Human labor is one of the main factors influencing the nature, level and results of business process. Development of the company depends on the diligence and productivity of employees. Staffing processes preceding the acquisition, selection and recruitment. The onset of the employee's work is a process of adaptation. The employee, however, a new job must first be familiar with the work tasks and environments. Výsledkomeffective adaptation is an understanding of business goals, identify new employee with the company, quickly achieving the objectives of the individual and group, improving workingrelationships. Meeting the expectations of workers taken in the process of adaptation is evidence of appropriate processing and subsequent implementation of the different steps of the adaptation process in the enterprise

1. DEFINING CONCEPT OF WORD ADAPTATION

According to Vajner (2007) “worker implementation and his/her integration (or orientation as well, adaptation) is conclusion of selection process and beginning of working process. It is a process of worker adaptation to working and social environment.” Koubek (2004) describes adapting process using word orientation and explains it as perfectly refined program, which is making the process of knowing each other, new work conditions, social environment and its work duties faster and easier.

2. ADAPTING PROCESS

Most of new employees are trying to fit in new environment as soon as they start to work. Their first impression from new collective is usually the most important. It is well known that if person will not get interested at the beginning it is not going to change later either and he

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or she will not continue doing it. If an employee is motivated during adapting process already, he/she has better chance to be successful in new job.

Process of adaptation is going through these phases:

1. Preoperational phase, which includes time period before change of life conditions. Person is creating an idea of what is awaiting for him/her and how he/she should get ready for it.
2. Phase of global orientation, which is coming after moment when new conditions start to have its influence on person.
3. Phase of conscious changing of relationships starts when person starts to change his/her relationship towards new, changed life conditions and is able to use his/her potential for dealing with those changes.
4. Phase of adaptation, comes as a result of getting through the new life situation and conditions, or in case phase of resignation when the previous phase was not managed well. (Provazník, 1997)

3. ADAPTATION PROGRAM

Majority of companies has a system of adaptation for newly hired employees. This system is composed of individual adaptation programs. Specific programs depend on size of the company and its content.

According to Sojka and kol., 2008, this package should be combined of:

- organizational scheme of company,
- handbook of firm culture and politics,
- copy of collective agreement,
- description of job position,
- description of benefits for employee,
- list of educational opportunities,
- information regarding dates and procedures of evaluation,
- company regulations,
- list of phone numbers and addresses,
- company paper and magazine etc.

4. TYPES OF ADAPTATION

Generally we distinguish three levels of adaptation. These separate types are interfacing and influencing among themselves, nevertheless they are still quite independent and they can develop each in different direction with different level of success, those are:

1. Social adaptation – is process, which result is adequate inclusion of a new employee into private relationships connected to specific job group and into social atmosphere of organizational collective as well as assimilation to the new social role. It is so called orientation component
2. Occupation adaptation – is process, which result is adequate handling of work tasks and achievement of required performance standard as well as training and education of employee. This component is marked as so called training.

3. Adaptation to the corporate culture – meaning, “forming of fellowship feeling of employee with company by showing him/her how does her/his job settle into the overall company frame”. (Sojka a kol., 2008)

4.1.Social adaptation

Social adaptation concerns mainly employee positioning into a team, into work group. Employee should therefore be able to fit in collective, adjust to current conditions and interpersonal relationships. He/she has to be able to co-operate, accept group, into which h/she was put. To assure the adaptation process to be successful, other employees need to accept and welcome new colleague. It is complicated process of relationships, two-way adjusting and learning to compromise, which is not always running without problems. Crucial is the willingness to accept and adjust to new conditions for both sides, for “old collective” as well as for new member. The aim of social adaptation is to achieve employee inclusion into existing system of interpersonal relationships on workplace and in company (Kachňáková, 2003).

Chart 1: Factors affecting the process of social adaptation

External factors	Internal factors
<ul style="list-style-type: none"> • work group • relationships – formal, informal • existing habits and traditions • personality of supervisor • social climate at workplace 	<ul style="list-style-type: none"> • level of employee socialization • level of person social maturity • social capacity of an individual etc.

Source: SOJKA, 2008

4.2.Work adaptation

Content of work adaptation is tightly connected to specific conditions of employment, for which employee was hired with his/her abilities, characteristics, knowledge, meaning with his/her readiness to do the given work.

Processes of adaptation are included here:

- physical and work conditions (noise, lightning at work, coloring, regime of work and rest, number of people in office etc.)
- character and content of work activity (requirements of position regarding the knowledge, skills, experience etc.)
- managing system and work organization in organization (Kachaňáková, 2003).

Chart 2 : Factors influencing process of work adaptation

Objective factors	Subjective factors
<ul style="list-style-type: none"> • content an characteristics of work • work organization • work conditions • method and style of managing • evaluation of working performance • rewarding system • opportunities of education and development 	<ul style="list-style-type: none"> • professional competence (professional capacity) • work ability (performance capacity) • personal profile (personal capacity) • social profile (social capacity) • personal and work focus (motivational capacity) • situational state of person

Source: Sojka, 2008

4.3. Adaptation to corporate culture

The goal of adaptation process in area of corporate culture is to help new employees to better orient in existing social norms and standards of procedures, adjust to it and achieve self-identification of company dealings and employee, which is leading toward his/her prosperity and good name spreading. Factors, which either positively or negatively influence course of this kind of adaptation, are for instance power of corporate culture, relationship between dominant culture and subcultures in organization, stability or variability of the culture etc. Positive result of this adaptation form is specific degree of employee identification with organization, loyalty of employee toward organization (Sojka, 2008)

5. INFORMATION GIVEN DURING PROCESS OF ADAPTATION

Adaptation concerns mostly newly hired employees. Entry to new position is generally accompanied by introductory courses. Its number and level of difficulty depend on type of organization, as well as on work character, for which the employee was hired. Amount of materials which will familiarize new worker with requirements of his/her employment, methodologies, rules, and regulations, are coming one by one in time, not only throughout adaptation process but according to character of work and according to what situation needs. (Koubek 2004).

In so called orientation informational package, which is given to employee in written form, so he/she can study should according to Koubek (1997) composed of:

- Organizational scheme,
- Handbook about corporate politics and culture,
- copy of collective agreement,
- description of job position,
- description of benefits for employee,
- list of educational opportunities,
- copies of forms for employee work performance evaluation information regarding dates and procedures of evaluation,
- copies of other forms used by employees,
- informational sources (informational overviews),
- list of phone numbers and addresses,
- Company paper and magazine etc.

- information regarding employee insurance,
- company regulations and rules of rewarding.

6. ADAPTATION EVALUATION

Olex argues (2008) that employees get feedback base on continuous evaluations and final adaptation evaluation

- test is used for evaluation of whole-company adaptation of employees after first week of adaptation. It is used to find out how the person coped with work duties and rules or company functioning and possible problems if occurred any during this phase,
- continues evaluation of work routine by department supervisor is accomplished after third, sixth and ninth week of work,
- final evaluation of entire adaptation takes place after finalizing three-months adaptation process. Concluding evaluation is completed by head manager of the department and team of people from human resources, as well as by employee himself/herself b form of self-evaluation.

7. TIME SCHEDULE OF ADAPTATION

According to Stybl (1998) it is imperative, so that efficient adaptation process was not hurried. It needs time, which is different and depends on characteristics of work, experience and practice of person who is adapting, from level and quality of adapting process etc. In any case adaptation plan should be worked out efficiently so specific adaptation tasks can be managed according to it.

Chart 3: Time agenda of integration and adaptation process

Time of employment	Adaption process
Before start	So called home preparation – during this phase future employee is given materials for study, he/she has opportunity to visit future workplace, meet future co-workers
week	Employee is getting information associated with work entry – contract signing, courses (work safety, basic introductory etc.) meeting with colleagues, supervisors, subordinates, is getting a lot of new information regarding the organization.
2. - 4. weeks	Different courses and work seminars Collecting of experiences on different departments Employee is in contact with his/her couch, tutor, mentor and is continuously evaluating integration and adaptation process.
2. - 5. month	Goals had been defined, employee is performing tasks and activities – consulting and evaluating missions
6. month	End of adaptation process – evaluation of fulfillment of given objectives, defining of ne tasks.

Source : VAJNER, 2007

8. CONCLUSION

Employee adaptation which stands on the edge of selection of human resources and personal development is in theory and in practice given much less, as to other activities of human resources managing. Directed workers adaptation is a beneficial as it comes to shortening the time period when the worker is not giving a standard performance and his/her orientation in new environment is not sufficient yet. It helps people to create positive relationship toward their job and toward organization as well as it motivate him/her to do the job better.

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