

Integration of the Innovative System of Employee Adaptation at the Enterprise in the Context of Modern Challenges

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Abstract – In this paper the approach to the integration of the innovative system of employee adaptation at the enterprise in the context of modern challenges is reviewed. The peculiarities of human resources, which should be taken into account in the personnel management using innovative methods, are distinguished. A description of the blocks on which the modern innovative system of employee adaptation should be built is given. The most current modern methods of employee adaptation are considered.

Keywords – innovative system, employee adaptation, human resources, innovative personnel management, methods of adaptation, innovative technologies.

Introduction

New employees represent one of the most important and underutilized assets – a source of fresh ideas, views, experience and contacts in a definite sphere of business so that the organization can use in order to become more innovative and competitive. However, most newcomers feel uncertain and worried that their ideas will not be heard or accepted. The developed system of adaptation can become one of the competitive advantages of the enterprise, which, on the one hand, reduces the negative staff workflow, and on the other hand – provides rapid integration of employees into business processes and their access to optimal levels of productivity in the shortest possible time.

Presenting main material

Lack of attention to the issue of adapting new employees may undermine the work of choosing, selecting and hiring a new employee.

Most scholars divide the adaptation into [1-5]:

- professional – the acquaintance with the content of work, a certain level of professional skills, necessary for the qualitative performance of professional duties;
- socio-psychological – the development of socio-psychological characteristics of the team, the integration into the system of typical relations, positive interaction with its members;
- socio-organizational (organizational) – learning of the organizational structure of the enterprise (team), management and service system of the production process, the regime of work and rest, etc.;
- leisure-household (cultural-household) – the development in the labor organization of the peculiarities of life and traditions of leisure time;
- psychophysiological – studying and making a new employee accustomed to the conditions of work, workplace and psychological and working load.

In today's conditions, the system of adaptation of employees should be based on innovative principles and meet contemporary challenges, which involve a deliberate refusal to choose the main traditional management options, processes and techniques.

There are three conditions in which innovative personnel management creates long-term benefits: innovations are based on principles that go against the traditional management; compulsory systematic innovation, covering a large range of processes and methods; innovations are a part of a continuous process of innovation.

Today, in the methods of innovative personnel management, less tendency is given to the priority of material incentives. Everyone understands that the promised reward stimulates the concentration of mechanical effort and contributes to certain achievements in the performance of a specific task. However, if a non-standard solution is needed, the same reward will become a factor in reducing labor productivity.

Under the innovative technologies we understand the complex of methods aimed at ensuring the stages of implementation and realisation of certain innovations. Any technology that has not been widely promoted to increase productivity and save costs can be called innovative. There are several types of innovative technologies: training, consulting, implementation, engineering, transfer. The development of new technologies, as well as innovative activity of enterprises, promotes the creation of innovative products in real or in any other form.

Innovative methods and approaches to personnel management should take into account the peculiarities of human resources [3-6]:

- intellectual development of people implies the presence of an emotionally meaningful reaction to external influence. Thus, the interaction between the employee and the enterprise becomes bilateral;
- human ability to the non-stop development is the most important and long-term resource necessary for increasing the efficiency of any enterprise;
- an increase in the working life of a modern person (30-50 years) provides long-term employee-enterprise relationships;
- awareness of employees of their goals in the workplace. Coming to the company, people count on realizing their life plans. Therefore, an absolute condition for the successful interaction of the employee and the enterprise can be called mutual satisfaction on both sides in terms of achieving the goals.

The modern innovation system of employee adaptation should be based on four blocks:

- Compliance – the lowest level, which includes explaining to employees the basic legal and policy rules and instructions available at the enterprise;
- Clarification – means to find out whether employees understand their new job and what management expects from them;
- Culture – a broad category that includes awareness of employees in organizational norms, both formal and informal;
- Connections – are very important interpersonal relationships and information networks set up by new employees.

The creation of an innovative system of employee adaptation requires the availability of appropriate resources for implementation:

1. Information and analytical resources:
 - the placement of information on the internal portal of the enterprise;
 - the distribution of information materials on the system of professional adaptation among employees of the enterprise;
 - establishing feedback with employees on the implementation of the system of adaptation, questioning;

- organizing “round tables” for the exchange of experience of successful professional adaptation among young specialists.

2. Methodological and methodical resources:

- the use of principles of andragogy, pedagogical technologies and psychological methods to reduce the period of adaptation of young specialists;

- methodical manuals and literature for participants of the process of adaptation;

- the formation of methodological literacy of representatives of the enterprise

3. Financial and economic resources:

- the financial expenses for implementation of the system of adaptation;

- the use of economic models to calculate the indirect benefit obtained from the implementation of the system of adaptation.

4. Organizational and economic resources:

- properly equipped workplaces;

- training areas;

- conditions for conducting group work.

5. Personnel resources:

- the provision of mentors who will share their experience;

- the presence of coaches to ensure the proper organisation of work.

Let's consider the most current modern methods of adaptation of employees [7-9]:

- **buddying** – a modern kind of mentoring, in which the mentor and student are on one hierarchical level. The absolute equality ensures the rapid establishment of interpersonal relationships and guarantees the creation of comfortable conditions for a new employee, which in turn ensures the rapid entry of a novice into the post and his acceptance by the team;

- **job shadowing** – this type of adaptation is simple and effective – the novice becomes a "shadow" of an experienced specialist and watches his work for several days, getting a vivid example of his future work. This method has one undeniable advantage over mentoring and buddying – an experienced specialist is not busy teaching a novice as such, so he can continue to work efficiently and generate revenue for the company;

- **immersion** – a method in which the novice immediately begins to perform his duties and adapts to the company in the course of his activity. Such an approach can be chosen only for experienced employees and allows them to reduce the company's costs for adapting to a minimum;

- **secondment** (secondary education) is a “secondment” of the staff at a certain time to another structure in order to acquire the necessary skills. This method has nothing to do with internships or business trips. Its essence is that the employee for the time being is sent to another department of the same or another company. Secondment can be both short-term (about 100 hours of working time) and longer (up to one year);

- **e-learning or blended learning**. The effective use of e-learning requires high discipline (even self-discipline). Programs are aesthetically beautiful, they cannot be put aside, they have an intrigue, the employee's interest is constantly heated;

- **induction trainings for beginners**: all new employees are gathered together for two to three days and the work on adaptation is carried out with them.

The main mistake of any adaptation program is the inattention to the novice by the mentor and staff of the Human Resources department. By letting the staff adapt by themselves, the company risks its profit – ineffective performance of work responsibilities, mistakes in the work of new professionals (arising from the ignorance of the specific character of the activity adopted

by the company) are becoming the cause of increasing the costs and contribute to the moral and psychological tension.

Conclusion

Integration of the process of selection and adaptation of the staff, the use of the innovative system of employee adaptation allows to optimize the process of human resources management what is of paramount importance in any organization.

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