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ON THE ISSUE OF STAFF ADAPTATION

The purpose of this article is to study the process of staff adaptation in an organization. To achieve this goal, various interpretations of the term "personnel adaptation" in the scientific literature are considered. The goal is to study the adaptation of employee behavior to a new organizational environment. Particular attention is paid to the consideration of a group of factors that influence human actions in an organization. The article considers adaptation as a way of primary involvement of personnel in the labor process and a tool for retaining employees. In addition, adaptation is an element of a more complete immersion of employees in the post so that the goals are quickly realized. The classification of forms and types of adaptation is given. The sequence of actions that must be performed to organize the adaptation process is described. Responsible persons and the orientation program of job placement are determined. The importance of adaptation of personnel as an element of the enterprise management system is emphasized. It is concluded that the adaptation is designed to meet the needs of the organization in the quantitative and qualitative composition of the staff. The faster the employee begins to fulfill the duties assigned to him, the more significant the result will be for the organization. Properly using and accumulating new knowledge, skills and abilities, the staff creates the competitive advantages of the organization, thereby ensuring its stable functioning in the external environment. Proper adaptation can be financially beneficial for the company. In a short time, you can achieve maximum efficiency from the employee with his successful adaptation in the organization. This article is important for understanding the factors that can increase the motivation of new employees.

Keywords: adaptation; personnel; purposes and tasks of adaptation; forms and kinds of adaptation; directions of adaptation; stages of adaptation.

T. O. ПОГОРЕЛОВА

ДО ПИТАННЯ ПРО АДАПТАЦІЮ ПЕРСОНАЛУ

Метою даної статті є вивчення процесу адаптації персоналу в організації. Для досягнення поставленої мети розглядаються різні трактування терміна "адаптація персоналу" в науковій літературі. Метою є вивчення пристосування поведінки працівника до нового організаційного оточення. Особливу увагу приділено розгляду групи факторів, що впливають на дії людини в організації. У статті розглядається адаптація як спосіб первинного залучення персоналу в трудовий процес і інструмент утримання співробітників. Крім того, адаптація є елементом більш повного занурення співробітників на посаду, щоб цілі були швидше реалізовані. Наведено класифікацію форм і видів адаптації. Описується послідовність дій, які необхідно виконати для організації процесу адаптації. Визначаються відповідальні особи і орієнтаційна програма введення в посаду. Підкреслюється важливість адаптації персоналу як елементу системи управління підприємством. Зроблено висновок, що адаптація покликана задовольняти потреби організації в кількісному і якісному складі персоналу. Чим швидше працівник почне якісно виконувати покладені на нього обов'язки, тим істотніше буде результат для організації. Грамотно використовуючи і накопичуючи нові знання, навички та вміння, персонал створює конкурентні переваги організації, тим самим забезпечуючи їй стабільне функціонування в зовнішньому середовищі. Правильна адаптація може бути фінансово вигідною для компанії. За короткий термін можна досягти максимальної ефективності від співробітника при його успішній адаптації в організації. Ця стаття має велике значення для розуміння факторів, які можуть підвищити мотивацію нових працівників.

Ключові слова: адаптація; персонал; цілі і завдання адаптації; форми і види адаптації; напрямки адаптації; етапи адаптації.

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К ВОПРОСУ ОБ АДАПТАЦИИ ПЕРСОНАЛА

Целью данной статьи является изучение процесса адаптации персонала в организации. Для достижения поставленной цели рассматриваются различные трактовки термина "адаптация персонала" в научной литературе. Целью является изучение приспособления поведения работника к новому организационному окружению. Особое внимание уделено рассмотрению группы факторов, оказывающих влияние на действия человека в организации. В статье рассматривается адаптация как способ первичного вовлечения персонала в трудовой процесс и инструмент удержания сотрудников. Кроме того, адаптация является элементом более полного погружения сотрудников в должность, чтобы цели были быстрее реализованы. Приведена классификация форм и видов адаптации. Описывается последовательность действий, которые необходимо выполнить для организации процесса адаптации. Определяются ответственные лица и ориентационная программа ввода в должность. Подчеркивается важность адаптации персонала как элемента системы управления предприятием. Сделано вывод, что адаптация призвана удовлетворять потребности организации в количественном и качественном составе персонала. Чем быстрее работник начнет качественно выполнять возложенные на него обязанности, тем существеннее будет результат для организации. Грамотно используя и накапливая новые знания, навыки и умения, персонал создает конкурентные преимущества организации, тем самым обеспечивая ей стабильное функционирование во внешней среде. Правильная адаптация может быть финансово выгодной для компании. За короткий срок можно достичь максимальной эффективности от сотрудника при его успешной адаптации в организации. Эта статья имеет большое значение для понимания факторов, которые могут повысить мотивацию новых работников.

Ключевые слова: адаптация; персонал; цели и задачи адаптации; формы и виды адаптации; направления адаптации; этапы адаптации.

Introduction. One of the problems of working with personnel in an organization is the management of labor adaptation. In the course of interaction between the employee and the organization, their mutual adaptation takes place, the basis of which is

the gradual entry of the employee into new professional and socio-economic working conditions. Adaptation is a mutual adaptation of the employee and the organization, based on the gradual development of the employee in the new professional,

social and organizational-economic working conditions. In the most General form of adaptation — "the process of adaptation of the worker to the conditions of the external and internal environment".

Analysis of recent researches and publications. At present, the following forms and types of personnel adaptation:

- 1) by forms of adaptation: social and production;
- 2) by types of adaptation: professional, socio-psychological, organizational, to the sphere of leisure and to the material sphere;
- 3) by areas of adaptation: primary and secondary;
- 4) by activity of adaptation: passive and active.

The non-productive sphere also influences the consolidation of the employee in the labor collective and his adaptation to the requirements of the profession. Therefore, T. Vershinina identifies non-productive adaptation, which means adaptation to living conditions, environment, leisure time. At the same time, she divides vocational adaptation into professional and psychological.

E. Maslov, considering production adaptation as a complex phenomenon, distinguishes psychophysiological, professional and socio-psychological. D. Zakharov interprets this concept more broadly. In theoretical and practical terms, he identifies the following aspects of adaptation: psychophysiological, socio-psychological, professional and organizational.

The classification proposed by N. Lukashevich most realistically reflects the production adaptation of the employees of the organization. He identifies the following areas of adaptation: professional, organizational, socio-psychological, leisure and material, and household sphere.

The main results of the study . The term "adaptation" is extremely broad and is applied in different fields of science. In sociology and psychology there are social and industrial adaptation. To some extent, these two types of adaptation overlap with each other, but each has a separate sphere of application: social activities are not confined to the manufacturing and production includes technical, biological, and social aspects.

The management personnel of greatest interest is the production adaptation. It is a tool in the solution of such problems as the formation of a new workspace, the required level of performance and quality of work in a shorter time.

The objectives of the adaptation are:

- reducing launch costs, as long as the new employee does not know his workplace, he works less efficiently and require additional costs;
- reducing the concerns and uncertainties of new employees;
- the reduction of labor turnover, because if newcomers feel uncomfortable at my new job and unnecessary, they can respond to this dismissal;
- time savings of managers and employees, as conducted according to the program work contributes to saving time of each of them;

- develop a positive attitude to work, job satisfaction.

In addition, ways of incorporating new employees into the life of the organization can significantly strengthen the creative potential of existing staff and strengthen their involvement in the corporate culture of the organization. For the head information about how organized his division of the process of adaptation of new employees, can say a lot about the degree of development of the team, the level of cohesion and internal integration.

The professional adaptation is in active development of the profession, its subtleties, specificity, necessary skills, techniques, ways of decision-making to start in common situations. It starts with the fact that after ascertaining the experience, knowledge and character beginner for him to determine the most appropriate form of training, for example, sent on courses or attached mentor. The complexity of professional adaptation depends on the breadth and diversity of activities, interest, content of the work, the influence of the professional environment, the individual psychological characteristics of the personality.

Physiological adaptation — adaptation to labor activity at the level of the body of the worker as a whole, resulting in less change its functional state (reduced fatigue, adaptation to high physical stress, etc.). Psychophysiological adaptation to the special complexities does not represent, occurs quickly and to a large extent depends on the health of man, his natural reactions, the characteristics of these conditions. However, most accidents occur in the first days of work because of its absence.

Socio-psychological adaptation of the person to productive activity — adaptation to the nearest social environment in the team, the traditions and unwritten norms of the collective, to the style of the managers, to the peculiarities of interpersonal relations in the team. It means the inclusion of an employee in the team as an equal, accept all its members. It may be associated with considerable difficulties, which include failed expectations of rapid success due to the underestimation of the difficulties, the importance of live human interaction, practical experience and a reassessment of the value of theoretical knowledge and instructions.

Economic - the belief of the employee in justice, the organization's existing motivational system and receives remuneration for his labour.

Institutional adaptation - bringing to the employee's internal regulations, its duties, powers and responsibilities of the leaders of the organization to which he may appeal on certain issues.

Managing the process of adaptation is an active impact on the determinants of its course, the time, reduced adverse effects, etc.

The system of adaptation of personnel is not only a package of documents regulating the order of actions for adaptation of the new employee. It is primarily the people who carry out these activities and those who directly helps the new employee to log

in to the swing of things, and those who this process organizes and controls. And, of course, are the tools they use in their work.

Development of measures with a positive influence on adaptation requires knowledge as subjective characteristics of worker (gender, age, physiological characteristics, as well as education, experience, etc.) and environment factors, the nature of their influence (direct or indirect) on the performance and results of adaptation. Therefore, when optimizing the adaptation process should be based on the existing capabilities of the enterprise (in terms of working conditions, flexible working time, work organization, etc.) and restrictions in the change work (in the development of certain abilities, in releasing negative habits, etc.), you must also take into account the differences in the new and in the same place of work, features new and old professions, because they can be significant, which will serve as a significant barrier to occupational mobility and implementation of personnel policy of the enterprise.

Issues of adaptation are conducted by individual employees from different divisions. It is the inspector of the personnel department, line managers or work colleagues. Their main goal is to make the process of adaptation of young employees to the company as short as possible and painless.

Note that the processes of both primary and secondary adaptation is not different large features, i.e. all activities similar to each other and are as follows.

The adaptation process begins directly in the personnel Department in recruitment and registration to work. Inspector of the personnel Department is holding a small conversation, which, in General terms, introduces the company, Department or shop, which will work for a beginner. He then escorts the new employee to his work place and submits to immediate supervisor. And that, in turn, holds familiarity with the team, with colleagues, with work space. At his discretion the Manager can attach to the novice mentor from among more experienced and senior workers. Usually within a month, the Manager conducts periodic conversations with the new employee, interested in the difficulties that arise on his progress, and gives a systematic assessment of the work.

So, previously, we found that a good adaptation program and employee orientation in the workplace are carefully planned, its content clearly, the role of participants in the process are clearly defined.

Below I will give a sequence of actions that must be performed to organize the adaptation process:

- make a list of employees that will be included in the working group on the development and implementation of adaptation programmes. It is advisable to include in this group of line managers and HR professionals;
- to describe the results we want to achieve through adaptation programmes. Clear language will help line managers to understand the goals of the program;

- to classify new employees according to groups. To identify requirements for adaptation programmes for each group;

- make a list of questions that you typically have new workers;

- make a list of actions of the new employee during the program of adaptation (probation period) and a list of required information;

- to develop the program of the first day of the employee;

- trip planning on the organization, contents, time. To assign responsibility for their implementation;

- to determine how you will introduce the new employee to other members of the team, you tell us on the newcomer;

- to prepare a set of printed handouts;

- to determine the need for special training measures for the development of the new employee their duties;

- to define the criteria of success of passing the probationary period, the options terminate;

- to determine the form of feedback from the new employee and his mentor on the progress of the adaptation period;

- to develop a program summing up the results of the probationary period and the employee's transfer to the main state;

- in the end we have a pretty impressive list, but no matter how difficult it seems to me that these steps must be performed to improve the efficiency of the company;

- the organization of the process of adaptation of the personnel complex multilevel process.

There are several tools that help in its implementation.

Invaluable tools serve as staff mentoring and coaching. These concepts are often confused, think that they are different names for the same thing. But it's not. Coaching and mentoring, despite having common elements, are quite different.

Typically, mentoring as follows: a more experienced employee trains a new employee that knows himself. Mentoring is aimed at acquiring new employee knowledge, abilities and skills needed in its future work. Advice, personal example, or some other mentor mentee reports his experience. We can say that this kind of individual learning directly to the workplace.

This approach is practiced from time immemorial, and very well established. Indeed, an experienced employee knows a lot and knows a lot, he knows all the subtleties and nuances of the work. Of course, it would be just great if he will share his knowledge with the newcomer. When assigning a mentor must consider not only his professional qualities, but also human. The coach should invoke empathy and, in addition, he must himself be able and willing to work with people. Of course, the mentoring process needs to be organized so that the activities of employee as a mentor does not affect his main job. Otherwise, the system adaptation is based on the

guidance that will lead not to increase but to decrease productivity.

A coaching practice is completely different. Unlike mentoring, coaching focuses not so much on direct training, on how to fully unleash the potential of the new employee and make him full of commitment to work. Coaching is based on the recognition that each person has more abilities than he usually shows. And coach the work is based not so much on the current performance of the employee as to its potential, which seeks to disclose for the benefit of the company. A coach or manager with the skills of coaching, not so much directs and instructs how to ask the questions. Questions asked of a coach in a specific pattern (as they are called, "effective questions") allow the beginner to take a fresh look at their work and on their capabilities. On the other hand, the head coaching perfectly shows the real professional level of a new employee at the moment and allows to plan their work for its development. A beginner can operate a regular coach, or manager (most often the immediate supervisor), possessing the skills of coaching. In some cases it is advisable the involvement of external coaches.

Coaching has another indisputable advantage - saving time. We are talking not only about reducing the time required for the full adaptation of a new employee, but also about the time required for direct personnel management. The process of coaching time itself requires very little. Actually, it's not at all necessary for the manager to set aside separate time for coaching. It is quite enough to constantly recognize and use the fundamental principles of coaching during your interaction with a new employee.

Conclusions. It should be said that in domestic organizations there is an unfinished mechanism for managing the adaptation process. This mechanism provides solution of three critical problems:

- 1) structural consolidation of adaptation management functions in the organization's management system;
- 2) organization of adaptation process technology;
- 3) organization of information support for the adaptation process.

Organizational decisions on the technology of the adaptation management process can include the following:

- 1) organization of seminars, courses on various aspects of adaptation;
- 2) conducting individual conversations of the head with a new employee;
- 3) carrying out organizational and preparatory work;
- 4) special training courses for mentors;
- 5) using the method of gradual complication of tasks performed by a new employee. In this case, it is advisable to think over a system of additional incentives for the employee to solve the tasks successfully;

6) the implementation of one-time public assignments to establish contacts of a new employee with the team;

7) training for the replacement of personnel during their rotation;

8) conducting special role-playing games in the team.

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