Employee experience in the process of organizational socialization

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1. Introduction

The experience of the employee has become an axis of management of the work cycle in human resources in organizations interested in loyalty of talent (Michaels & cols., 2003, Plaskoff, 2017). This experience has been shown to be very relevant in relation to engagement (Lisbona et al., 2009, Salanova, 2009, Schaufeli and Bakker, 2010), job satisfaction (Soni, Chawla, & Sengar, 2017), culture and organizational climate (Shenoy & Uchil, 2018), and indirectly with the intention of changing jobs and unwanted turnover (Albrech, 2010).This study analyzes the experience of the newcomer in the onboarding processes experienced in its processes of organizational socialization, placing emphasis on both the emotional and socializing experience lived, as well as the evaluation of the actions and activities of the onboarding plan (OP), and its relationship with engagement and job satisfaction. For this, the organizational socialization model of Taormina (1997) was used to distinguish between the four learning levels of the participants during their OPs, as well as the circumflex emotion model of Russell and Carroll, (1999) adapted by Bakker, Rodríguez and Derks (2012) to frame the emotional experience of the experiences lived during the first stage of incorporation into the organization.

2. Method

A design of the mixed study was carried out, where a quantitative survey was administered, plus open questions referring to the experience lived in the OPs lived in the initial stages of socialization and integration to an organization (qualitative survey). The participants were asked about their general assessment of this experience and about specific aspects of the PO, aspects such as the orientation received and the effectiveness of the activities of organizational socialization. Later, in a second phase, two focus groups were held to discuss and deepen the qualitative and quantitative results of the groups, delving into the employee experience and its relationships with satisfaction and engagement. Specifically, it was interesting to highlight the best activities of the POs to generate positive emotions related to engagement.

3.Results

81 young professionals (millennials) participated in the survey phase and two focus groups of 12 and 14 participants respectively. Relationships onboarding lived plan were found, with emotional states, career expectations, job satisfaction, work climate, engagement, assumption of the role and self-assessment of performance. In relation to the model of Taormina (1997) it was found that the aspects most valued by the participants in both phases of the study were the activities related to the understanding of organizational functioning and social support, mainly that received from team leaders and colleagues. of work. At the other extreme, organizational aspects such as the short depth and duration of the PO, and the low involvement of managers from other departments in hosting newcomers, were negatively assessed. Also, the insufficient information about the role to be played as well as the organization, were also aspects negatively valued in their experiences. The analysis of the emotions in the experiences in the OP with the model of Bakker, Rodríguez and Derks and collaborators (2012) showed on the engagement side: enthusiasm, happiness, happiness, satisfaction and support; and on the side of burnout: stress, uneasiness, disorientation and demotivation.

4. Conclusions

The employee experience is a fundamental management axis throughout the work cycle in human resources, with greater importance if possible in the phase of socialization of the new employee in the organization, both for their relationships with engagement, appropriate work integration and satisfaction, as for his influence on the intention to seek work. Therefore, the integral management of the contact between the company and the future employee is essential in the process of attraction and talent loyalty. The quality of the experience generated can be a reliable indicator of turnover in the first months of the employment relationship. Those people who have had a positive experience in their process of organizational socialization (OP) will have a higher level of engagement and therefore less intention to change jobs. A successful onboarding plan also positively influences job satisfaction and an adequate socialization of work, and therefore reinforces the corporate culture and the appropriate work environment. The employee experience in the process of organizational socialization can be managed very appropriately through the design of the OP with activities aimed at learning the role, the

organization, social support and future perspectives (Taormina, 1997) and to generate an emotional engagement experience.

Key words: Employee experience, organizational socialization, engagement, job satisfaction.

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